



SEIZE YOUR CAREER OPPORTUNITIES

ACQUISITION EDUCATION, TRAINING & EXPERIENCE (AETE)

CATALOG



2003

An Introduction to the AETE 2003 Catalog	Preface	2
	About This Catalog.	3
Planning for Career Development	Four Integrated Career Processes	6
	Structure/Position Management	6
	Development Model	7
	Career Management Process	7
	Competency Model	9
	Leadership Competencies	10
	Functional Expertise	10
	Broadening Experience	11
	Strategic Leadership	13
Educational Opportunities	Senior Service College (SSC)	15
	Senior Acquisition Course (ACQ 401)	16
	Senior Service College (SSC) Fellowship Program	17
	Naval Postgraduate School	19
	Acquisition & Contract Management (815)	21
	Systems Acquisition Management (816)	22
	Contract Management (835)	23
	Program Management (836)	24
	American Graduate University	26
	School of Choice Program	28
	Acquisition Tuition Assistance Program (ATAP)	30

Training Opportunities	Functional/Technical Training Introduction.....	33
	Defense Acquisition University	34
	Army Acquisition Qualification Course (AAQC)	36
	Program Management Office Course-PMT 352	38
	The Program Manager's Course-PMT 401	39
	Computer-Based IT Training	41
	Modeling and Simulation Staff Officer Course (MSSOC)	42
	Leadership Training	43
	Leadership for a Democratic Society Program	44
	Program For Senior Executive Fellows (SEF)	45
	Leadership for Extraordinary Performance	46
	Leadership Development Program	47
	Weapon Systems Management Course	48
	Seminar for New Managers: Leading People	49
	Management Development Seminar: Leading Organizations	51
	Executive Development Seminar: Leading Change	53
	Leadership Potential Seminar	54
Experiential and Developmental Opportunities	Competitive Development Group	57
	Regional Rotational Developmental Assignment Program	58
	Civilian Training With Industry (TWI)	59
	Developmental Educational Opportunities	60
	Operational Experience Opportunity	61
	Contract Administration Branch	62
	National Training Center Orientation Visits	63
	Science Advisor Assignments	64
	Airborne Operations	65
Professional Activities	Project Management Institute	67
	Certified Professional Contracts Manager (CPCM)	68
	Certified Federal Contracts Manager	69
	Certified Commercial Contracts Manager	70
	Certified Management Accountant.....	71
	Certified Public Accountant	72
	Certified Internal Auditor	73
	Certified Government Financial Manager	74
	National Contract Management Association (NCMA)	75
	Financial Planning Association	76
	Women in Defense, A National Security Organization	77
Applying for the AETE Board		
	Application/Instructions	79

Army-Wide	Army War College—Resident Program	85
Leadership	National War College	85
Training	Defense Leadership & Management Program	85
	Intern Leadership Development Course	86
	Army Force Management School	86
	Action Officer Development Course	86
	Supervisor Development Course	86
	Leadership Education and Development Course	87
	Manager Development Course	87
	Organizational Leadership for Executives Course	87
	Personnel Management for Executives I	87
	Personnel Management for Executives II	88
	Sustaining Base Leadership and Management Program (Resident)	88
	Sustaining Base Leadership and Management Program (Nonresident)	89
	White House Fellowship Program	89
	Army Congressional Fellowship Program	89
	University Degree Programs—AAC Officers	89
	Mission to the S.T.A.R.S. (Scientific Task Force of American Rescuers in Space)	90
Appendix A	Commonly Used Acronyms	92

Introduction to the 2003 AETE Catalog

Preface

The Acquisition Support Center's vision continues to be as relevant today as it was at its inception more than ten years ago. It is a cost-benefit equation. A well-educated, well-trained Acquisition and Technology Workforce (A&TWF) is crucial to supporting the Army's current transformation, as well as to sustaining and recapitalizing current weapons systems critical in the support of our Warfighters.

In keeping with this philosophy, the recurring goal remains to provide the best possible support to our Warfighters. To ensure this goal is met, we must provide the A&TWF—including those newly identified A&TWF members in positions classified as acquisition positions under the refined Packard definition—with the best educational and career development opportunities possible. Budget constraints and other reduced resources present extraordinary challenges. Working together, we must ensure the A&TWF is properly trained and educated to meet the needs of the Service and comply with mandates of statute.

**“A Corps of Leaders
Willing to Serve Where
Needed and Committed
to Providing Soldiers
Systems Critical to
Decisive Victory Now
and in the 21st Century
Through Development,
Integration, Acquisition,
Fielding and
Sustainment.”**

To succeed in today's ever-changing business setting, solid leadership skills are a prerequisite. And to ensure future leaders acquire a broad knowledge base, there must be a balance between a quality education, leadership training and career broadening opportunities that will enhance the technical and functional competency and leadership skills obtained through a specific career program. The Acquisition Career Development Plan (ACDP) provides the framework to assist A&TWF members with career progression and provides the tools necessary to achieve success at all levels. The AETE Catalog outlines those opportunities that will assist A&TWF members in attaining career progression in accordance with the ACDP.

The Army continues to be fully committed to the functional and leadership development of the A&TWF; however, you are the best manager and advocate for your career. I encourage you to strive to be competitive and to advance your own career through appropriate training and other opportunities outlined in the AETE Catalog.



MARY FULLER
Colonel, SC
Director

About this Catalog

The Army's Director of Acquisition Career Management (DACM) has always placed strong emphasis on the need for continuous career development and a balance of quality education, career broadening experiences and leadership training. In addition, the Under Secretary of Defense's (Acquisition, Technology and Logistics) Policy on Continuous Learning (posted at <http://www.acq.osd.mil/ar/education.htm>) directs that civilian and military acquisition professionals participate in learning activities that augment required minimum education, training and experience standards established for certification purposes for Acquisition Career Fields (ACFs).

The Acquisition Support Center (ASC) has developed the Acquisition Career Development Plan (ACDP) as a career-planning framework for the Acquisition and Technology Workforce (A&TWF). The ACDP provides the information and tools necessary to assist A&TWF members in developing the progression of individual careers.

The Acquisition Record Briefs (e.g., the Acquisition Career Record Brief (ACRB) for civilians and military members of the Army National Guard (ARNG) or the Officer Record Brief (ORB)) are the tools that provide one-page snapshots of completed training, education, job experience, awards, acquisition status and current position information. The Individual Development Plan (IDP), by contrast, is a five-year plan that outlines those future opportunities required to meet career goals.

With the assistance of the Acquisition Career Manager, you can ensure that achievements outlined in the ACRB and those opportunities addressed in the IDP support the methodology outlined in the ACDP and work to achieve an appropriate balance of training, education and experience.

Acquisition Career Managers are available for career guidance, support and assistance. For acquisition workforce members, Acquisition Career Managers are located regionally. For Acquisition Corps members (both military and civilian), Acquisition Career Managers are located at U.S. Total Army Personnel Command (PERSCOM). Information on Acquisition Career Managers can be found at <http://asc.rdaisa.army.mil/>.

The AETE Catalog outlines many of the opportunities available to meet the standards established by the policy. The catalog is divided into three major categories:

1. The **Educational/Academic** category includes degree-producing programs at institutions of higher education.
2. The **Training** category includes the subcategories of Functional/Technical Training and Leadership Training.
3. The **Experiential and Developmental** category provides A&TWF members with career-broadening opportunities through developmental assignments and operational experience. This category also addresses the Competitive Developmental Group (CDG) Program.

The AETE Catalog is intended to provide basic information on available opportunities and the process by which to apply. For additional information and specific dates, Web addresses and hyperlinks are provided. Also, the electronic version of the AETE Catalog, at <http://asc.rdaisa.army.mil/> will continue to be the source for the most current dates as they become available.

All A&TWF members are encouraged to provide feedback to Randall Williams, Commercial (703) 704-0102, DSN 655-0102, e-mail: randall.williams@us.army.mil, regarding this catalog. The Acquisition Support Center (ASC) staff looks forward to continued assistance in developing new opportunities to broaden and enhance your Acquisition careers.

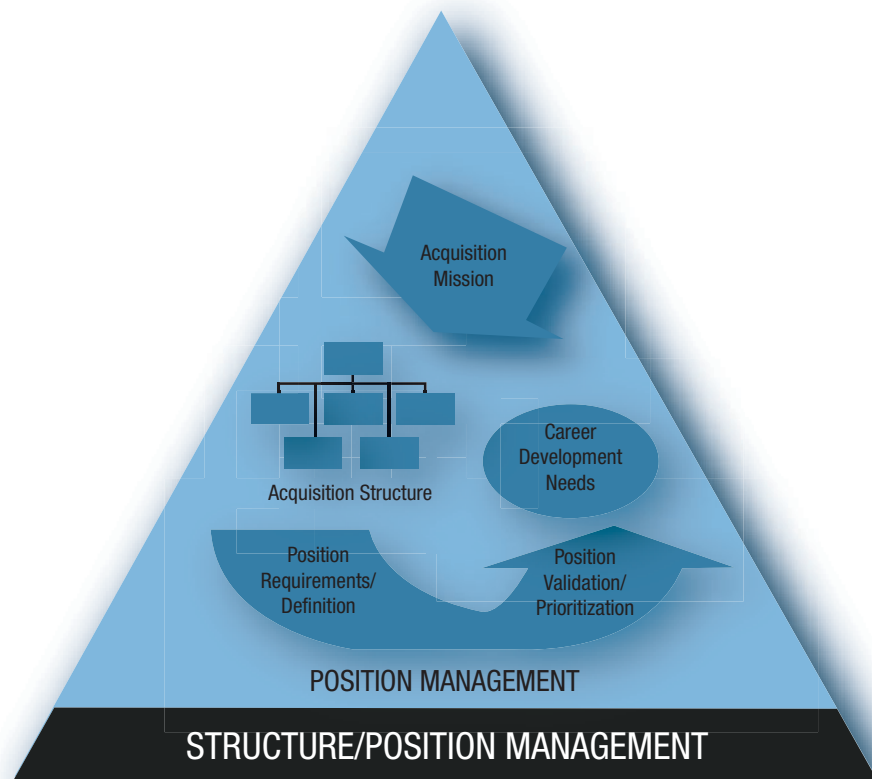
Planning for Career Development

The Acquisition Support Center's (ASC) Acquisition Career Development Plan (ACDP) is a tool designed to provide Acquisition and Technology Workforce (A&TWF) members the method and means to track the skills, knowledge and characteristics they need to be competitive for senior acquisition positions. Its framework was developed to help A&TWF members create their own career progression maps to guide them from a level of functional expertise to a level of strategic leadership. It provides A&TWF members with the information and tools necessary to achieve success at all levels. The ACDP makes use of four processes for A&TWF members to identify and define their career goals and successfully develop and implement a plan to achieve them.

Four Integrated Career Processes

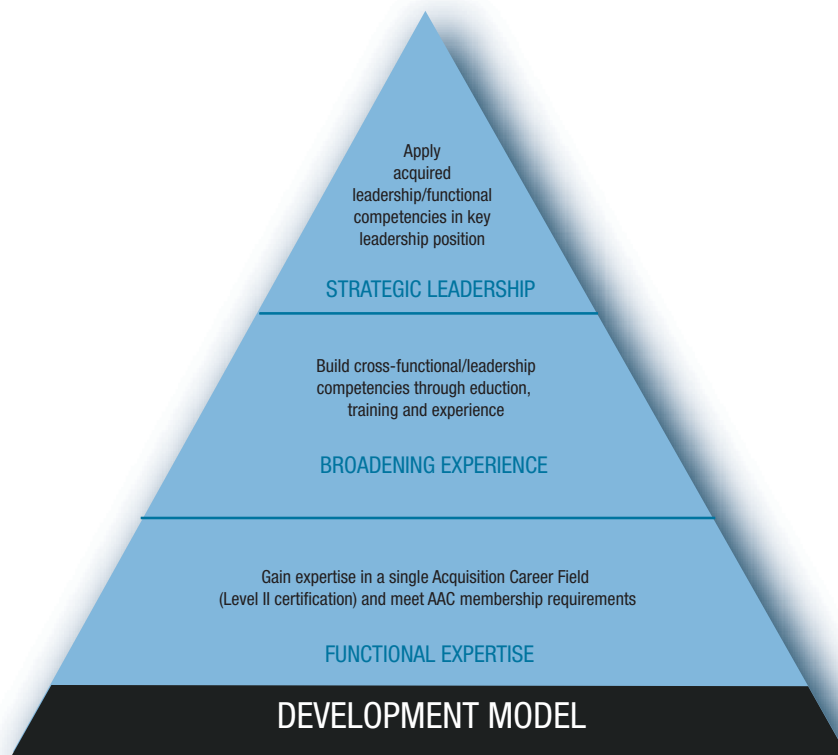
Structure/Position Management

This process will ensure that every acquisition position/billet will be identified as acquisition Office of the Secretary of Defense (OSD) implementation guidance for A&TWF positions (Packard Definition). This process will ensure that position requirements within the acquisition community are designed to meet the overall acquisition mission while simultaneously meeting the career development needs of the individual.



Development Model

The basic acquisition career path is depicted as three progressive developmental steps that facilitate increased career advancement. These areas are Functional Expertise, Broadening Experience and Strategic Leadership. To advance from one level to the next, the individual is required to meet set requirements and/or create an Individual Development Plan (IDP) that will build the necessary leadership and management competencies in preparation for the next level.



Career Management Process

The Individual Development Plan (IDP) is a five-year plan agreed to by you and your supervisor to achieve career goals and objectives through education, training and experience opportunities. Preparation and maintenance of the IDP is a joint venture between you and your supervisor with advice and assistance from the acquisition career manager. The IDP is a critical document for identifying and tracking your career objectives. When preparing the IDP, the Army Acquisition Corps' philosophy of maintaining a balance of education, training and experience should be used as a guide. An approved IDP must be obtained and provided before applying for any course or program offered by the Defense Acquisition University or any course offered in the

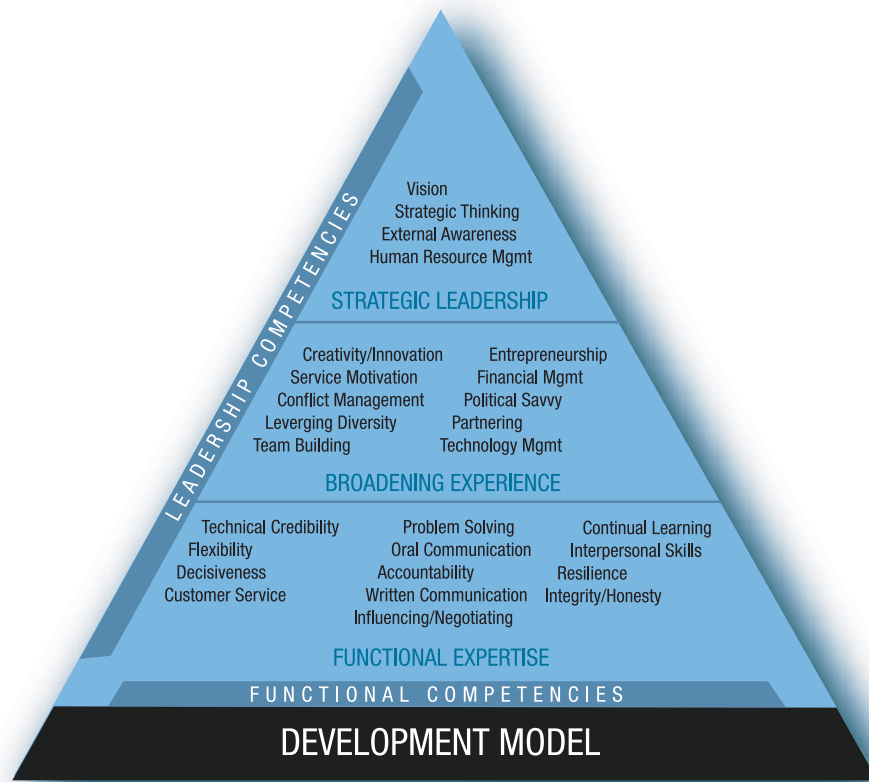
AETE Catalog. The IDP should include how the newly obtained knowledge will be utilized and should outline the new assignment or duties that will be assumed upon completion of the educational or training opportunity. The IDP may be found on the AAC home page at <https://rda.rdaisa.army.mil/cappmis/index.htm>.



The Senior Rater Potential Evaluation (SRPE) and the Senior Rater Profile Report (SRPR) complement the civilian A&TWF member's annual performance appraisal and is used to rate leadership potential. This area is not to be taken lightly as it provides an overview of where the rater thinks strong abilities are and where the ratee has the potential to serve. The senior rater comments are of high importance in board selection. This area also indicates further training, education and experience opportunities that might be required for ratees to achieve success in their careers. The SRPE is required for all workforce members in the grade of GS-13 and above or the equivalent payband and is used extensively for acquisition selection boards. As the SRPE progresses from a pilot program to a requirement for all A&TWF personnel in the near future, it will be automated and available on-line. Instructions for the SRPE can be found under Policy/ Procedures at <http://asc.rdaisa.army.mil/>.

Competency Model

To ensure the Acquisition community communicates in a consistent manner across all Army Acquisition Career Fields (ACFs) and organizations, a competency model is now available. This process provides a defined common language. The common language is composed of 27 Leadership Competencies developed by the Office of Personnel Management. Using the ACDP, you can assess and document your current education, training and experience in terms of achieved competencies. You can also identify your strengths and weaknesses and determine where improvement is needed for career progression. The management of acquisition positions, personnel and files will be based on these competencies (competencies will be utilized in position descriptions, performance appraisals, evaluations, individual development plans and assessments). The ACDP uses this contribution-based compensation and appraisal system (CCAS) and other methods that apply the common language to leverage centrally managed acquisition personnel files to assist workforce members in achieving career goals.



Leadership Competencies

Functional Expertise

Technical Credibility:

Understands and appropriately applies procedures, requirements, regulations and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.

Flexibility:

Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Decisiveness:

Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

Customer Service:

Balances interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets client needs; achieves quality end products; is committed to continuous improvement of services.

Problem Solving:

Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Oral Communication:

Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Accountability:

Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied on to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

Written Communication:

Expresses facts and ideas in writing in a clear, convincing and organized manner.

Continual Learning:

Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

Interpersonal Skills:

Considers and responds appropriately to the needs, feelings and capabilities of different people in different situations; is tactful, compassionate and sensitive and treats others with respect.

Resilience:

Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Integrity/Honesty:

Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others; and demonstrates a sense of corporate responsibility and commitment to public service.

Influencing/Negotiating:

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations.

Broadening Experience

Creativity and Innovation:

Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

Service Motivation:

Creates and sustains an organizational culture that encourages others to provide the quality of service essential to high performance; enables others to acquire the tools and support they need to perform well. Shows a commitment to public service; influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Conflict Management:

Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Cultural Awareness:

Initiates and manages cultural change within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.

Team Building:

Inspires, motivates and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride and trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

Entrepreneurship:

Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Financial Management:

Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels.

Technology Management:

Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

Partnering:

Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy:

Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Strategic Leadership

Vision:

Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

Strategic Thinking:

Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Human Resources Management:

Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised and rewarded; takes corrective action.

External Awareness:

Identifies and keeps up to date on key national and international policies and economic political and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

When considering the opportunities identified in this catalog, it is essential that the acquisition professional achieve an appropriate balance of emphasis among training, education and experience. Planning for maximum utilization of these activities following each event is critical and will enhance the employee's value to the Acquisition Support Center and the soldier he/she supports. **Meet the challenge.**

Educational Opportunities

As stated in the Defense Acquisition Workforce Improvement Act (DAWIA), education is a critical element in the career progression of the A&TWF member. This section lists several career development opportunities that will enable A&TWF members to complete a bachelor's or master's degree or to obtain the 12 or 24 semester hours in business disciplines required for membership in the AAC. For all available education opportunities in this catalog, acquisition workforce members must pursue disciplines that underpin the acquisition functions as described in the Department of Defense Directive (DOD) 5000.52-M, Acquisition Career Development Program. Additional information on AETE policy and procedures can be found on the AAC home page at <http://asc.rdaisa.army.mil/>.

Civilians must apply to the AETE Board to be considered for the Senior Service College (SSC) Fellowship Program at the University of Texas. The Industrial College of the Armed Forces (ICAF), the Army War College and the National War College are also available as SSC options for civilians. Civilian applications for these opportunities are reviewed by a selection board convened by the Assistant Secretary of the Army's Manpower and Reserve Affairs (ASA M&RA). A Department of the Army board automatically considers military officers for SSC based on their individual year group.

The Acquisition Education, Training and Experience (AETE) Board will review and approve civilian applications for Naval Post Graduate School and School of Choice. Military officers pursuing full-time Advanced Civil Schooling (ACS) programs are governed by AR 621-1, Training of Military Personnel at Civilian Institutions. Application and selection procedures for AAC officers are available at: <https://perscom.army.mil/Opfam51/ambmain.htm>.

Applications for the Acquisition Tuition Assistance Program (ATAP) may be submitted to the National Capital Region Customer Support Office. Military personnel must contact the Army Continuing Education System (ACES) office at their local installation for tuition assistance.

Senior Service College (SSC)

The SSC Program offers a unique opportunity for members of the AAC, military and civilians to gain advanced leadership training and experience specifically designed for senior leadership positions. The following institutions comprise the SSC Program for AAC professionals:

The Industrial College of the Armed Forces (ICAF) was designated by the Under Secretary of Defense (Acquisition, Logistics and Technology) to present the Senior Acquisition Course as part of the Defense Acquisition University (DAU). Completion of the course fulfills the Office of Personnel Management (OPM) educational requirement for Senior Executive Service (SES) status. The AAC is allocated seven acquisition seats annually for this program. Selection is competitive through a Department of the Army board process.

The Senior Service Fellowship College Program at the University of Texas, SSFCP offers two types of fellowship opportunities: a resident program and a distance learning program. Both programs are in affiliation with the U.S. Army War College (USAWC). These are structured programs with a trilateral focus on the relationships between national security policy and process, emerging critical technologies and the industrial base. Two acquisition seats are set aside for each of the UT fellowship opportunities. Selection is competitive through the AETE selection process.

Senior Acquisition Course (ACQ 401)

Industrial College of the Armed Forces (ICAF)

Students are offered a wide choice of research and elective opportunities, as well as a common core curriculum and two mandatory advanced studies in acquisition policy courses. Separate attention is given to acquisition course work while retaining the benefits of intermingling with students from the operational and other functional communities. Completion of the course fulfills OPM educational requirements for SES status.

SPECIAL REQUIREMENTS/

PREREQUISITES:

- Must have or be able to attain a TOP SECRET clearance with a Special Background Investigation (SBI) that will not expire during the academic year.
- Must be identified by the organization as being on track for executive-level service.
- Must develop a Post Utilization Plan as outlined in the application instructions of the Army Civilian Training Education and Development System (ACTEDS) Training Catalog.
- Must be certified at Level III in a primary Acquisition Career Field (ACF) and should be certified at Level III in an additional ACF.
- Must possess an undergraduate degree.
- Should possess a graduate degree in an acquisition-related field listed in DOD Directive 5000.52-M, Acquisition Career Development Program.
- Additional consideration will be given to AAC members who are Advanced Program Management Course (or equivalent success or course) graduates.

WHO MAY APPLY: Civilian members of the Army Acquisition Corps, grades GS-14/15 or equivalent payband, who currently occupy a Critical Acquisition Position and meet the certification requirements of that position. For military officers, this is a board process.

LENGTH: 10 months

LOCATION: Fort McNair, Washington, D.C.

CLPS: 10 per quarter hour/15 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Application packets must be submitted in accordance with IAW Army Civilian Personnel Policy. Please refer to the following Web sites for more information:
<http://cpol.army.mil/train/catalog/ch02icaf.html>. AAC requirements for ICAF are detailed in this catalog.

PROGRAM DATES: August to June

Senior Service College Fellowship Program

University of Texas

The Senior Service College Fellowship Program (SSCFP) at the Center for Acquisition Studies, University of Texas (UT) at Austin, is designed to prepare selected AAC components (Active Army, Army Reserve, Army National Guard and AAC civilians) for high-level staff and leadership positions throughout the AAC community.

Fellows pursue a resident program in affiliation with the U.S. Army War College. This is a structured program with a trilateral academic focus on the relationships between national security policy and process, emerging critical technologies and the industrial base. Each course module is enhanced through a series of distinguished speakers. Additionally, the industrial module includes linkage to Austin-based corporations such as IBM, Dell Computer and Marconi Aerospace. Fellows complete a research project or a written paper as part of the program.

SPECIAL REQUIREMENTS/

PREREQUISITES:

- Must have or be able to attain a TOP SECRET clearance with a Special Background Investigation (SBI) that will not expire during the academic year.
- Must be identified by the organization as being on track for executive-level service.
- Must develop a Post Utilization Plan as outlined in the application instructions of the ACTEDS Catalog.
- Must be certified at Level III in a primary Acquisition Career Field (ACF) and should be certified at Level III in an additional ACF.
- Must possess an undergraduate degree in business, engineering, the sciences or contracting.
- Should possess a graduate degree in an acquisition-related field listed in DOD Directive 5000.52-M, Acquisition Career Development Program.
- Additional consideration will be given to AAC members who are Advanced Program Management Course graduates.

WHO MAY APPLY: Civilian members of the Army Acquisition Corps, in grades GS-14/15 or equivalent payband, who currently occupy a Critical Acquisition Position (CAP) and meet certification requirements of that position. For military officers, this is a board process.

LENGTH: 10 months

LOCATION: Austin, Texas, for resident course; home station for distance learning course.

CLPS: 10 per quarter hour/15 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog.

FOR MORE INFORMATION: Go to <http://www.utexas.edu/research/cpdt/>

PROGRAM DATES: August to June

Naval Postgraduate School

The Naval Postgraduate School (NPS), located in Monterey, California, is an academic institution whose emphasis is on study and research programs relevant to the Navy's interests as well as the interests of other Department of Defense Component Services. The student body of more than 1,500 students consists of military officers from the five U.S. uniformed services, officers from approximately 30 other countries and civilian employees. The NPS offers classes leading to advanced degrees, including terminal degrees, in a variety of fields. Civilian members of the Acquisition and Technology Workforce (A&TWF) may apply for the four programs listed below.

Acquisition and Contract Management (815): Leading to a Master of Science degree in Management, this 18-month resident program provides an understanding of the theory and management of field contracting, systems acquisition and contracting administration processes. Major acquisition themes covered in the program are Contract Pricing, Pricing and Negotiations, Contract Law, Contract Administration, Acquisition Management and Major Systems Contracting and Acquisition Policy; Completion of this program leads to Level III certification in Contracting.

Systems Acquisition Management (816): Leading to a Master of Science degree in Management, this 18-month resident program provides an understanding of the theory and management of Systems Acquisition Management. Major acquisition themes covered in the curricula are Commercial Products, Teamwork and Empowerment, Tailoring and Best Practices, and DAWIA certification. Completion of this program leads to Level III certification in Program Management and Test and Evaluation; Level II certification in Systems Planning, Research, Development and Engineering—Systems Engineering; Production, Quality and Manufacturing; and Software Acquisition and Level I certification in Contracting.

Master of Science in Contract Management (MSCM-835): The Master of Science in Contract Management Curriculum is a regional distance learning program currently underway at Fort Monmouth, New Jersey and Huntsville, Alabama. Sponsored by the AAC and conducted by NPS, MSCM is a 27-month, 9-quarter distance learning program held on station at Fort Monmouth and Huntsville. For the first eight quarters, classes are held on station, via video teleconferencing. During the last 30 days of the ninth quarter, students travel to Monterey to complete their thesis projects and graduate from the program in a formal NPS graduation ceremony. The MSCM program degree satisfies DAU mandatory training requirements for Level III certification in Contracting. Completion of MSCM 835 meets the DAWIA requirements for 24 hours of business subjects and for 40 hours of continuous learning.

Master of Science in Program Management (MSPM-836): The Master of Science in Program Management (MSPM-836) is a regional distance learning program currently underway in locations to be determined.

During the last 30 days of the ninth quarter, students travel to Monterey to complete their thesis projects and graduate from the program in a formal NPS graduation ceremony. The MSPM program degree provides equivalency for the 14-week DSMC Advanced Program Management Course and Software Acquisition Management courses. It also satisfies DAU mandatory training requirements for Level III certification in Acquisition Logistics and Program Management, and Level II certification in Production, Quality and Manufacturing, Systems Planning, Research, Development and Engineering and Test and Evaluation.

More information and preliminary activities for the distance learning courses may be coordinated through your regional Acquisition Career Manager. For further information go to <http://asc.rdaisa.army.mil/>.

Acquisition and Contract Management (815)

Naval Postgraduate School



Master of Science in Management: The Acquisition and Contract Management Curriculum is an interdisciplinary program that integrates mathematics, accounting, economics, finance, behavioral science, management theory, operations/systems analysis and specific courses in acquisition and contracting. This curriculum is designed to provide officers and civilians with the skills to serve effectively in hardware systems buying military offices, field-contracting offices, contract administration offices and contracting policy offices. Completion of this curriculum for Army students leads to the M.S. degree in Management and provides equivalency for DAU mandatory training courses for Level III certification in the Contracting career field.

**SPECIAL REQUIREMENTS/
PREREQUISITES:**

- A bachelor's degree with above average grades is required.
- Completion of at least two semesters of college algebra or trigonometry is considered to be the minimum mathematical preparation.
- A written request must be submitted to the school at least three months prior to the program start date.
- A letter of acceptance from the school is required prior to application to the AETE Board.

WHO MAY APPLY: Civilian members of the A&TWF who are certified to at least Level II in their primary acquisition career field and currently assigned to an acquisition position. Priority will be given to Corps Eligible (CE) Members.

LENGTH: 18 months, full-time

LOCATION: Monterey, California

CLPS: 10 per quarter hour/15 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Go to <http://www.nps.navy.mil>

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Systems Acquisition Management (816)

Naval Postgraduate School



Master of Science in Management: The Systems Acquisition Management curriculum is an interdisciplinary program that integrates business principles, management theory, operations/systems analysis and engineering applications. It is uniquely tailored to Defense Acquisition Management with intensive exposure to the fundamental principles of the acquisition environment. The courses in this curriculum present the structure of acquisition management, the decisions and problems facing the Defense Acquisition Manager, the various forces at work within industry and government and the impact of acquisition policies and strategies. Completion of this curriculum for Army students leads to the MS degree in Management and also satisfies the Department of the Army training requirements for the advanced Program Management Course (PMT-302).

SPECIAL REQUIREMENTS/

PREREQUISITES:

- A bachelor's degree with above average grades is required.
- Completion of at least two semesters of college algebra or trigonometry is considered to be the minimum mathematical preparation.
- A written request must be submitted to the NPS at least three months prior to the program start date.
- A letter of acceptance from NPS is required prior to application to the AETE Board.
- Must develop a Post Utilization Plan in accordance with instructions in the AETE Board Application section of this catalog on page 76.

WHO MAY APPLY:

Civilian members of the A&TWF who are certified to at least Level II in their primary acquisition career field and currently assigned to an acquisition position. Priority will be given to Corps Eligible (CE) Members.

LENGTH: 18 months, full-time

LOCATION: Monterey, California

CLPS: 10 per quarter hour/15 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY:

The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION:

Go to <http://www.nps.navy.mil>.

PROGRAM DATES:

For the most current dates, please go to the above referenced Web site.

Contract Management (835)

Naval Postgraduate School



Master of Science in Contract Management: The Contract Management curriculum is designed to provide an advanced education in the concepts, methodologies and analytical techniques necessary for successful management of acquisition and contracting within complex organizations. The curriculum focuses on problem solving and decision-making within the acquisition environment utilizing case studies, teaming exercises, hands-on applications, active participation and other similar activities. Lecture and laboratory tasks require the application of critical thinking to problem solving within actual situations. The system is designed to provide students with the knowledge, skills and abilities to manage and lead effectively in systems buying offices, field contracting offices, contract administration offices and contracting policy offices.

**SPECIAL REQUIREMENTS/
PREREQUISITES:**

- A bachelor's degree with a cumulative grade point average (GPA) of 2.20 or higher.
- Certification at Level II or higher in the contracting career field.
- Must have completed the following prerequisite courses:
 - Course in Management Accounting, similar to MN2155.
 - Course in Management Principles, similar to MN3105.
- Naval Postgraduate School Letter of Admission.

WHO MAY APPLY: Civilian members of the A&TWF who are certified to at least Level II in their primary acquisition career field and currently assigned to an acquisition position. Priority will be given to Corps Eligible (CE) Members.

LENGTH: 27 months

LOCATION: Huntsville, Alabama; Fort Monmouth, NJ; Warren, MI; and the National Capital Region via video teleconferencing (VTC).

CLPS: 10 per quarter hour/15 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Contact your Acquisition Career Manager. A listing of ACMs may be found at: <http://asc.rdaisa.army.mil/>

PROGRAM DATES: Requires minimum of five students for startup.

Program Management (836)

Naval Postgraduate School



Master of Science in Program Management: The Program Management curriculum focuses on management skills in an acquisition environment. Courses include Economics for Defense Managers, Public Policy and Budgeting, Strategic Management, Advanced Program Management, Test & Evaluation Management, Quality Assurance & Reliability, Managing from a Systems Perspective, Contracts Management and Administration, Systems Engineering for Acquisition Managers, Strategic Acquisition & Program Management, Acquisition of Embedded Weapon Systems Software, Principles of Acquisition Production & Quality Management, Strategic Planning & Policy for the Logistics Manager, Strategic Management, Program Management Policy & Control and Financial Management for Acquisition Managers. Completion of this curriculum satisfies training requirements for Level III certification in the Program Management and Acquisition Logistics career fields; Level II certification in the Production, Quality and Manufacturing; Systems Planning Research Development and Engineering and Test and Evaluation Career Fields. Satisfies DAWIA statutory requirements for the 24 or 12 semester hours of business disciplines, as applicable. Transfer Credit is allowed up to 12 quarter hours (8 semester hours) of graduate courses in order to satisfy certain NPS courses.

SPECIAL REQUIREMENTS/

PREREQUISITES:

- A bachelor's degree with a cumulative grade point average (GPA) of 2.20 or higher.
- Must have completed the following two prerequisite courses (or their equivalent) at the undergraduate level: a statistics course similar to Statistics for Technical Management (OS3105) and a calculus course similar to Mathematics for Managers (MA2300).
- Letter of acceptance from NPS required prior to application to the AETE Board.

WHO MAY APPLY:

Civilian members of the A&TWF who are certified to at least Level II in their primary acquisition career field and currently assigned to an acquisition position. Priority will be given to Corps Eligible (CE) Members.

LENGTH:

27 months

LOCATION:

Aberdeen Proving Grounds, MD; Warren, MI; Fort Monmouth, NJ; Huntsville, AL; the National Capital Region; and STRICOM.

CLPS:

10 per quarter hour/15 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY:

The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Contact your Acquisition Career Manager. A listing of ACMs may be found at:
<http://asc.rdaisa.army.mil>.

PROGRAM DATES: Requires minimum of five students for startup.

American Graduate University

American Graduate University (AGU) provides professional development courses and fully structured master's degree programs in the areas of acquisition and contract management, project/program management, and general business management. Courses may be taken in AGU's self-paced distance education format, in a dynamic classroom environment at locations throughout the United States, or on-site. It is not necessary to be enrolled in a degree program to register for an individual course. American Graduate University offers two advanced degree programs:

Master of Acquisition Management (M.A.M.): This program provides the student with an intensive knowledge of acquisition, contracting and procurement processes and how these practices and techniques interrelate with standard business management processes of finance, law, operations, marketing and technical management. Courses are offered in Federal Government Contracting, Subcontract Management, Government Contract Law, Business Development and Proposal Preparation, Pricing and Negotiation, Contract Management and Administration, Program Management, Managing Projects, and Negotiation Principles and Practices as well as General Management subjects. Each course is 3 credits; 36 credits are required.

Master of Project Management (M.P.M.): A student enrolled in this program acquires the ability to plan, integrate and implement organizational, business and technical management systems with human and leadership skills to successfully manage complex projects and programs. Courses are offered in Program Management, Project Management, Technical Project Management, Building and Managing Project Teams, Contracting and Procurement, Project Scope, Cost and Schedule Management, Earned Value Management Systems, Risk Analysis and Management, Project Scheduling Techniques, Project Quality Management, and Negotiation for Project Managers as well as General Management subjects. Each course is 3 credits; 36 credits are required.

Project Management Institute Professional Development Units: AGU's project and program management courses are designed to achieve the performance outcomes identified by the Project Management Institute's Project Managers Body of Knowledge (PMBOK). AGU students receive PDUs for successful completion of project management related courses. American Graduate University is a Registered Education Provider of the Project Management Institute.

Advance Standing: DOD personnel who have earned Level I, II or III certifications in one of DOD's Acquisition, Technology & Logistics (AT&L) workforce career fields may apply selected DAU course credits toward AGU's graduate degrees.

Accreditation: American Graduate University is approved by the California Bureau for Private Postsecondary and Vocational Education. AGU is accredited by the Accrediting Commission of the Distance Education and Training Council (DETC). The Accrediting Commission of DETC is recognized by the U.S. Department of Education as a national accrediting agency and is a member of the Council for Higher Education Accreditation.

SPECIAL REQUIREMENTS/

PREREQUISITES:

- A bachelor's degree from a recognized educational institution.
- Recipients of each degree must have a minimum of three (3) years experience in business activity directly or indirectly related to the area of general management, acquisitions and contracting, or project management. Persons without the required experience may complete the necessary coursework; however, the award of the degree will be withheld until the experience requirements are met.
- Candidates for the degree must successfully complete all course requirements, pass the required course examinations, and complete a program comprehensive examination or a project. Students may secure limited credit for comparable graduate level courses previously taken at other public, private or government institutions.

WHO MAY APPLY: Anyone may apply.

LENGTH: Varies

LOCATION: Students can take AGU courses at locations throughout the country or through our structured distance learning format. All courses in the M.A.M. program and the M.P.M. program can be completed by distance education.

CLPS: 10 per quarter/15 per semester hour, plus 30 in year degree is awarded

TUITION: Tuition for classroom courses is \$1,350 per student. Discounts are available for multi-student registrations. Tuition for distance learning courses is \$700 per student. Discounts are available for multi-student registrations. Tuition includes all texts and related course materials. The Acquisition Support Center (ASC) does not pay for AGU courses.

HOW TO APPLY: Application, enrollment, and tuition assistance information may be obtained at www.agu.edu, by calling the Registrar at (626) 966-4576 or via e-mail at info@agu.edu.

FOR MORE INFORMATION: Call the AGU Registrar at (626) 966-4576 or e-mail AGU at info@agu.edu.

PROGRAM DATES: Varies according to course and location offered

School of Choice Program



The School of Choice Program provides civilian members of the AAC and A&TWF an opportunity to obtain or complete an undergraduate or a graduate degree during duty hours. All colleges and universities must be nationally accredited and offer degree programs in disciplines that underpin the acquisition functions described in DOD 5000.52-M, Acquisition Career Management Program. The School of Choice Program is restricted to universities and colleges that are located within the applicant's local commuting area. Exceptions to this policy will be granted when the desired degree program is not offered in the local commuting area. This program pays for tuition, textbooks and lab fees. Local travel expenses are not covered.

SPECIAL REQUIREMENTS/

PREREQUISITES:

- To be established by the school. Applicants should contact their school of choice immediately to begin the registration process and to inquire about the school's requirement for GMAT or GRE testing. Testing and subsequent graduation fees are paid for by the applicant.
- Application package must include a current letter of acceptance dated within 12 months of packet submission.
- Academic Plan must be detailed in the IDP.
- Degree must be obtained in the time allotted. Prerequisites must be satisfied prior to program start.
- Undergraduate and graduate students must receive a "B" or better for each course funded. The education disciplines are limited to those that underpin the acquisition functions as described in DOD Directive 5000.52-M, Acquisition Career Development Plan.
- Grades must be submitted to the Acquisition Career Manager upon completion of a semester/quarter.

WHO MAY APPLY:

Graduate degree:

Civilian members of the AAC and Level III certified CE individuals who are currently serving in an acquisition position.

Undergraduate degree:

Civilian members of the A&TWF currently serving in an A&TWF position.

LENGTH:

Dependent upon the school and curriculum.

- 18 months for full-time attendance.
- 24 months for part-time attendance.
- Full-time graduate degree candidates must take a minimum of nine hours per semester.
- Full-time undergraduate degree candidates must take a minimum of 12 hours per semester.

CLPS: 10 per quarter hour/15 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Annual AETE Board. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

PROGRAM DATES: Depending on the individual school.

Acquisition Tuition Assistance Program (ATAP)



The Deputy Director, Acquisition Career Management is responsible, by law, for the education, training and career progression of AAC and A&TWF members. To that end, the ASC shall ensure that individuals who must attain DAWIA educational requirements, as stated in DOD 5000.52-M, are afforded the opportunity to apply for the Acquisition Tuition Assistance Program (ATAP). Individuals may attend the institution of their choice within their local commuting area and complete courses during non-duty hours. Course attendance during duty hours must be with the approval of the student's supervisor. ATAP funding will cover tuition costs, lab fees and textbooks. Travel expenses are not included. For further information, please refer to the ATAP Policy at <http://asc.rdaisa.army.mil>.

OVERVIEW: The ATAP provides funding to enable A&TWF employees to obtain business hours, undergraduate or graduate degrees.

SPECIAL REQUIREMENTS/

PREREQUISITES: Employees must maintain grades of "C" or better in undergraduate work and "B" or better in graduate work and show proof of such to continue to be funded. The education disciplines are limited to those that underpin the acquisition functions as described in DOD 5000.52-M, Acquisition Career Development Program.

WHO MAY APPLY: A&TWF members currently serving in an acquisition position.

Bachelor's Degree:

- Civilian members of the A&TWF

12 or 24 Business Credits:

- Civilian members of the A&TWF

Master's Degree:

- Civilian members of the AAC
- Level III certified civilian Corps Eligible (CE) members of the A&TWF Program

Application for a second Master's degree will be considered if:

- It is appropriate for the individual's acquisition career goals.
- It is documented and approved on the Individual Development Plan (IDP).
- It is in a discipline that underpins the acquisition function and is not a duplicate discipline of the individual's present Master's degree.
- It provides a clear benefit to the Army.

CLPS: 10 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Go to <http://asc.rdaisa.army.mil/> for ATAP policy, procedures and application form. If additional information is required, contact the Acquisition Career Manager (ACM) who supports your region. Contact information pertaining to your ACM may be obtained from the ASC Homepage at <http://asc.rdaisa.army.mil/>.

PROGRAM DATES: ATAP Competitive Selection Board meets three times per year.

Training Opportunities

Training Opportunities are divided into two sections: Functional/Technical Training and Leadership Training.

Functional/Technical Training is designed to assist workforce members in completing mandatory acquisition certification training, participating in cross training specific to one of the acquisition career fields to become familiar with or certified in multiple acquisition career fields, or staying current in their career functional areas. This is the training depicted on the first level of the Development Model of the Acquisition Career Development Plan (ACDP) and is provided primarily by the Defense Acquisition University (DAU). DAU is a consortium of DOD education and training institutions that provide mandatory, assignment-specific courses for A&TWF members serving in the 11 acquisition career fields.

After A&TWF members have established a firm functional/technical base, training should be focused on enabling the workforce member to have continuous exposure to leadership skills at appropriate stages throughout their careers. The training under “Leadership” supports this philosophy by providing numerous Acquisition Corps funded courses and recommending Army-wide training, which is available.

Functional/Technical Training Introduction

Functional/Technical Training provides the foundation for acquisition career development. A strong technical/functional background in any of the acquisition career fields is the first step A&TWF members can take to enhance their competitive status. This is the mandatory and desired training necessary to meet acquisition career field certification standards established in DOD 5000.52-M, “Career Development Program for Acquisition Personnel,” and may be obtained through the following sources:

Defense Acquisition University Training: This program provides mandatory training for Level I, II and III certification in all Acquisition Career Fields through the Defense Acquisition University.

Army Acquisition Qualification Course (AAQC): This course provides a broad spectrum of knowledge pertaining to the materiel acquisition process from a U.S. Army perspective.

Program Management Training: The functional program management has been restructured. The new layout for PM training places emphasis on three principal elements: e-learning, case-based training and the program management course for Level III certification training. The new structure distinguishes between those individuals only interested in Level III certification in the Program Management career field and those individuals aspiring to become Project/Product Managers.

SkillSoft (formerly SmartForce): At no cost to the individual or their organization, all active duty soldiers, members of the National Guard or Reserve as well as all Department of the Army civilian employees are authorized to access over 1,500 Information Technology, Business Skills and Interpersonal Skills courses from any location, around the clock (24/7).

All you have to do to use SkillSoft is obtain an Army Knowledge Online (AKO) account at <https://www.us.army.mil/> and complete an ATRRS application at <https://www.atrrs.army.mil/channels/elearning/smartforce/>.

Be sure to browse the SkillSoft Course Catalog at <https://www.atrrs.army.mil/channels/elearning/smartforce/sfCatalog.pdf> to see the courses available to you.

Defense Acquisition University

The Defense Acquisition University (DAU) is a consortium of Department of Defense (DOD) education and training institutions and organizations that administers various programs that provide mandatory training for Level I, II and III certification in all acquisition career fields, to include assignment-specific and continuous learning courses.

SPECIAL REQUIREMENTS/

PREREQUISITES: Anyone may apply. Priority is given to members of the A&TWF currently serving in an acquisition position.

WHO MAY APPLY: A&TWF members shall submit applications by applying directly at <https://www.atrrs.army.mil/channels/aitas/>. A&TWF members must have the desired DAU training annotated and approved on their automated IDP before an application can be submitted.

Individuals are placed into the DAU courses according to the following priorities:

- Priority 1** Position/Program Requirements. Training required by position or program.
- Priority 2** Next Level Certification. Training for Level III certification in primary career field.
- Priority 3** Cross Functional Training. Training in another career field after Level III certification in primary career field.
- Priority 4** Previously taken or certified. Individuals who previously completed the DAU course or received equivalency. Individuals already certified at the career level and did not previously take the course.
- Priority 5** Non-acquisition workforce. Individuals who are not in a designated acquisition workforce position. Individuals will be on a space available basis. If selected, individual's command will fund the travel and per diem. No cost for the training.

CANCELLATIONS AND

SUBSTITUTIONS: Student cancellations or substitutions should be limited to extreme emergencies. To cancel a confirmed class registration, student must request cancellation by going to <https://www.atrrs.army.mil/channels/aitas/> and clicking on "Cancel Reservation/Wait." After the request is completed, it is forwarded to the supervisor for concurrence or nonconcurrence. If the supervisor recommends approval, it is then forwarded to the approval authority for final approval. Students are not canceled until they receive notification from the approval authority. Substitutions can be accomplished using the same process.

LENGTH: Varies

LOCATION: Varies

CLPS: 1 CEU will equal 10 CLPs dependent upon the curriculum
<https://www.atrrs.army.mil/channels/aitas/>

HOW TO APPLY: Non-acquisition workforce personnel can apply using the Web site and are not required to have an automated IDP. Non-acquisition workforce personnel will be accommodated on a space available basis, Priority 5. If a reservation is made, the individual's command is responsible for funding the travel and per diem.

PROGRAM DATES: Varies according to course and location offered. Information is available through the automated Individual Development Plan (IDP) at <https://rda.rdaisa.army.mil/cappmis/idp/idpprod/login.cfm> or at the Army Mandatory Training Web site at <https://webPortal.saalt.army.mil/>.

Army Acquisition Qualification Course (AAQC)

Army Logistics Management College

This course is designed to provide a broad spectrum of knowledge pertaining to the materiel acquisition process. It covers national policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Areas of coverage include acquisition concepts and policies; research, development, test and evaluation; financial and cost management; acquisition logistics; software acquisition; force modernization; production management and contract management. Emphasis is placed on providing mid-level managers with a broad and comprehensive education so they can effectively manage any aspect of the materiel acquisition process. Graduates earn DAU equivalencies for: Program Management (ACQ 101/201), Contracting (CON 100/101/104), Testing (TST 101), Information Systems Acquisition (IRM 101) and Logistics (LOG 101).

PREREQUISITES: Commissioned officers should be captains or majors with at least seven years of active federal commissioned service. Officers must have completed their branch advanced course and must have been accessed for participation in the AAC with a functional area code 51. Non-Commissioned Officers must be in the additional skill identifier G1 program. Civilians must be in the grade range of GS-09 to GS-13 and a member of the A&TWF. All attendees should have a bachelor's degree or higher. Commissioned officers, warrant officers, civilians and noncommissioned officers who fail to meet these prerequisites, but who are assigned to a materiel acquisition position, will be considered for enrollment on a case-by-case basis. Contractor personnel may attend on a space available basis if their government point of contact approves the DD 1556 Form. Allied students must score a minimum of 85 on the English Comprehension Level Examination. Army Reservists and Army civilian employees are eligible to attend this course in two-week phases. To earn a diploma, all four phases must be successfully completed in their proper sequence. No more than 12 months may lapse between phases. Otherwise, credit for previously completed phases will lapse. Students who opt to complete the AAQC in phases may choose to attend either resident or on-site offerings.

MODE AND DURATION: Resident, eight weeks – AAQC is sub-divided into four phases of two weeks each.

CLPS: Approximately 440 (1 CLP per hour of classroom instruction)

HOW TO APPLY: (Course Catalog Number is: ALMC-QA)

Civilians: Contact your local Training officer, applications must be submitted through the Army Training Requirements and Resources System (ATTRS).

Military: Contact your Assignments Officer at PERSCOM for details.

If your organization does not have a quota allocation, you may submit your application on a space available basis.

FOR MORE INFORMATION Go to <http://www.almc.army.mil/AMD/ALMC-QA/>

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Program Management Office Course-PMT 352

Defense Systems Management College

As a follow-on to ACQ 201 and PMT 250, the Program Management Office Course is the Level III certification course in the program management career field. It is designed to train Level II qualified students to be effective PM Level III leaders by providing analysis, synthesis and evaluative skills needed in a program office. This hybrid course consists of 50 hours of distance learning taken over 60 calendar days, followed by six weeks of classroom work. PMT 352A (distance learning) focuses on key PMO knowledge and skills not covered in the prerequisite courses, PMT 352B features scenario-based practical exercises. The APMC curriculum is based on a set of acquisition management performance outcomes established by the Acquisition Functional Board for Level III certification in Program Management career field. Subject areas include: lead and contribute to effective teams in a DOD Program Management Office (PMO); apply critical-thinking and problem-solving skills to system acquisition problems throughout the life cycle of a defense program; understand, analyze and develop solutions to cost, schedule and performance issues faced in program management and evaluate the tradeoffs in program decisions in compliance with DOD 5000 Series directives.

SPECIAL REQUIREMENTS/

PREREQUISITES:

- Fundamentals of Systems Acquisition Management (ACQ 101)
- Intermediate Systems Acquisition Management (ACQ 201)
- PMT 250
- Bachelor's degree or higher
- Secret security clearance

WHO MAY APPLY:

Civilian and military members of the Acquisition and Technology Workforce (A&TWF). All applicants must currently serve in an acquisition position.

LENGTH:

PMT 352A—60 calendar days
PMT 352B—6 weeks in the classroom

LOCATION:

Fort Belvoir, VA

CLPS:

120+300

HOW TO APPLY:

Via the ATRRS Internet Training Application System (AITAS)
<https://www.atrrs.army.mil/channels>

FOR MORE INFORMATION:

Go to <http://www.dau.mil>

PROGRAM DATES:

For the most current dates, please go to the above referenced Web site.

The Program Manager's Course-PMT 401

Defense Systems Management College

The Program Manager's Course is an intense, highly integrated 10-week case studybased learning experience. Group discussions, distinguished guest practitioners, team projects, exercises, simulations, study groups and an elective program enable the learner to customize a portion of the course. Time will be available to internalize the material through independent study and informal work and interaction with peers. Course content will rely upon challenges, problems and dilemmas derived from extensive current interviews with Program Managers (PM), Program Executive Officers (PEO) and other stakeholders. The dilemmas will be those the course graduates can expect to confront when they return to their workplace. This course is required for ACAT I, II and IA PMs and Deputy PMs.

SPECIAL REQUIREMENTS/

PREREQUISITES:

- Secret security clearance
- Additional Requirements/Prerequisites TBD

WHO MAY APPLY:

This course is designed expressly for specially selected, Level III certified members of the Acquisition and Technology Workforce (A&TWF) in the grade of GS-14/O-5 or equivalent payband or above with extensive experience in acquisition, including 4 years in, or in direct support of, a PMO. Candidates must possess the motivation and capability to become leaders of major acquisition programs, integrated product teams and SYSCOM/MAJCOM divisions. All applicants must currently serve in an acquisition position.

LENGTH: 10 weeks in residence only

LOCATION: Fort Belvoir, VA

CLPS: 500

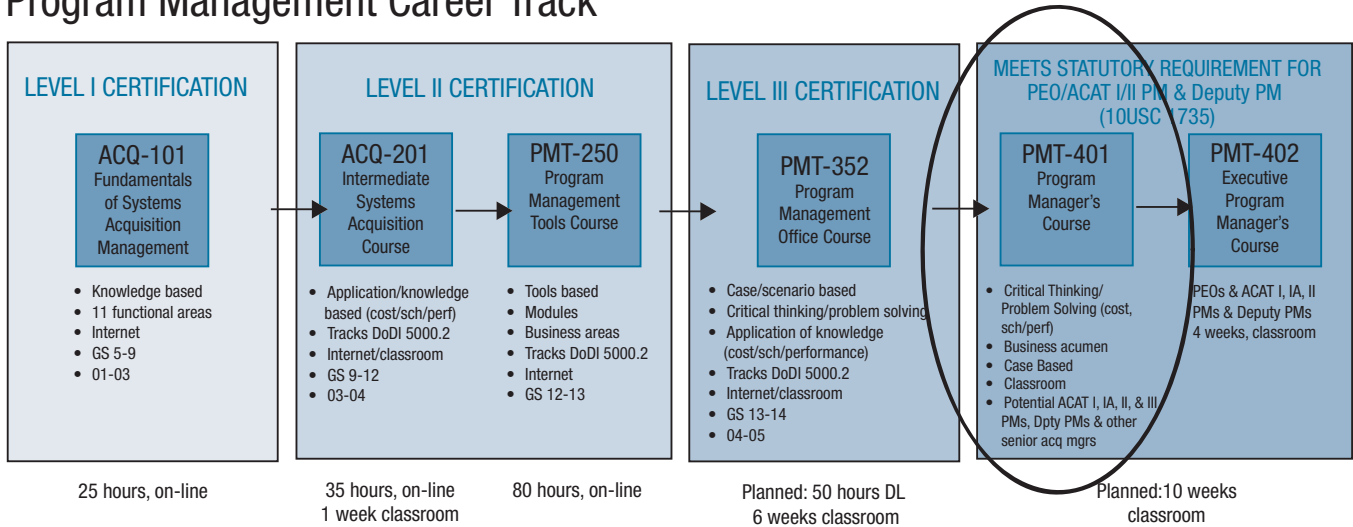
HOW TO APPLY: **Military:** Contact Rick Yager at (703) 325-3127, DSN 221-3127, e-mail yagerr@hoffman.army.mil.

Civilians: Contact your Acquisition Career Manager (ACM) for details on applying.

FOR MORE INFORMATION: Go to <http://www.dau.mil>

PROGRAM DATES: See above Web site for dates.

Program Management Career Track



Free Computer-Based IT Training

Army CIO/G-6 Office e-Learning Computer-Based Training (CBT)

The Army CIO/G-6 Office provides free access to more than 1,500 Web-based information technology (IT), business, and interpersonal skills training opportunities.

The Army's e-Learning environment offers state-of-the-art courses; online subject matter experts and mentors; online meeting rooms and white boards; chat rooms with other students; and a library of technical articles, white papers and recorded seminars conducted by the industry's leading experts.

The Army contracts with SkillSoft (formerly SmartForce) to provide this e-Learning environment. SkillSoft has formed industry partnerships with leading software companies to develop courses to prepare students for project management and IT certification examinations. The IT certification programs include CISSP, Avaya, A+, Network+, iNet+, Server+, IT Project+, MCSE, MCSA, MCAD, MCDBA, MOUS, Novell CNE, Cisco, Oracle, and many more.

SPECIAL REQUIREMENTS/

PREREQUISITES: None

WHO MAY APPLY: Active Duty, Reserve, National Guard and DA Civilians may take courses for free; Army Retirees and contractors who work for the Army may take courses at a reduced rate.

LENGTH: Varies

LOCATION: Internet and Intranet

CLPS: Course dependent

HOW TO APPLY: You must have an AKO account to register. To obtain an AKO account, go to <https://www.us.army.mil>.

FOR MORE INFORMATION AND ONLINE

REGISTRATION: First-time users should register at <https://www.atrrs.army.mil/channels/eLearning/smartforce> and use their AKO ID and password to register for courses.

Users who have already taken an Army e-Learning course can register online at <http://usarmy.smartforce.com>.

PROGRAM DATES: N/A

Modeling and Simulation Staff Officer Course (MSSOC)

Modeling & Simulation University

This five-day course of instruction targets newly assigned military, government civilian, DOD contractor and allied staff officers with little or no modeling and simulation (M&S) experience. The MSSOC provides a broad familiarization with M&S policies, organizations, programs, activities, issues and key players. To date, more than 1,000 MSSOC graduates include representatives from across the M&S functional areas of training, acquisition and analysis, the DOD, joint staffs, all four Services and a host of allied organizations. SPAWAR, AF/XOC, USATEC, AFOTEC, FORSCOM, USSOCOM, TRADOC, NAVAIR, MCCDC, USJFCOM and JSIMS/JPO are among the many specific organizations that have sent representatives to the MSSOC.

SPECIAL REQUIREMENTS/

PREREQUISITES: None

WHO MAY APPLY: Members of the A&TWF. Active duty military, government civilians and DOD contractors working in some aspect of M&S.

LENGTH: One week

LOCATION: Varies

CLPS: 40

HOW TO APPLY: Contact Paul Murtha at (703) 933-3331 or pmurtha@msiac.dmsomil or apply online at the education address below.

PROGRAM DATES: For the most current dates, please go to the Web site referenced below.

FOR MORE INFORMATION: <http://www.education.dmsomil/mssoc.asp>

Leadership Training

Based on extensive research of government and private sector executives, the OPM identified those leadership competencies defining the personal and professional attributes determined to be important for successful performance in the Federal sector, irrespective of specific functional assignment. OPM's designation of the leadership competencies organizes them within the five executive core qualifications (ECQs) required of all members of the Senior Executive Service.

The training addressed in the AETE Board-selected leadership and executive management seminars listed in this section focuses on building the OPM competencies essential to career progression and broadening.

Leadership for a Democratic Society Program

Federal Executive Institute



The overarching theme of the program is that federal executives operate within a constitutional framework that provides a unique perspective and set of challenges. Under this broad framework, the Leadership for a Democratic Society program seeks to focus on four subthemes:

1. Personal Leadership in Government
2. Transforming Public Organizations
3. Policy in a Constitutional System
4. Global Perspectives and Public Action

SPECIAL REQUIREMENTS/

PREREQUISITES: None

WHO MAY APPLY: Level III certified civilian and military members of the AAC who are Grades GS-15/ COL and above or equivalent payband.

LENGTH: Four-week seminar

LOCATION: Charlottesville, VA

CLPS: Approximately 160 (1 CLP per hour of classroom instruction)

HOW TO APPLY: The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Go to <http://www.leadership.opm.gov/content.cfm>

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Program For Senior Executive Fellows (SEF)

Harvard University, JFK School of Government



The academic curriculum, centered on the case method pioneered at Harvard, is rigorous. Cases are based on actual problems, including those submitted by current and previous SEF program participants through the case methods. Participants will receive valuable training and practice in making decisions about real situations. Issues explored include cooperative versus competitive interaction with governmental agencies, political appointees, as well as private sector organizations and individuals. For middle managers, this program builds executive skills in political and public management, negotiation, human resources management, policymaking, organizational strategy, communication, ethics and leadership.

**SPECIAL REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Level III certified civilian and military members of the AAC, Grades GS-13/LTC or above or equivalent payband.

LENGTH:

Four-week seminar

LOCATION:

Cambridge, MA

CLPS:

Approximately 160 (1 CLP per hour of classroom instruction)

HOW TO APPLY:

The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION:

Go to <http://execprog.org/home.asp>

PROGRAM DATES:

For the most current dates, please go to the above referenced Web site.

Leadership for Extraordinary Performance

University of Virginia, Darden Executive Education



Examine personal leadership practices that impact performance of others in your organization. Discover a unique approach to enhancing human performance; develop a concrete action plan and experience the opportunity to formulate a bold vision capable of inspiring others to produce exceptional results.

SPECIAL REQUIREMENTS/

PREREQUISITES: None

WHO MAY APPLY: Civilian members of the A&TWF:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified Corps Eligible candidates.

Military members of the A&TWF:

- Major (04) Level II certified
- LTC (05) and above Level III certified

LENGTH: Five-day seminar

LOCATION: Charlottesville, VA

CLPS: Approximately 40 (1 CLP per hour of classroom instruction)

HOW TO APPLY: The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Go to http://www.darden.virginia.edu/execed/exec_prog.htm

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Leadership Development Program

Center for Creative Leadership

The Leadership Development Program (LDP) is designed to offer middle-level to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive in their work and personal lives and more effective in leading others to do the same. Participants will:

- Explore three critical questions:
 1. How do my co-workers perceive me as an individual?
 2. Who am I in relation to the work groups in which I am involved?
 3. Who am I in relation to my organization?
- Acquire a better understanding of their strengths and weaknesses, improve their ability to give and receive constructive feedback and develop a leadership style and assess its effectiveness.
- See the connection between their individual impact and effectiveness and that of their work group and organization.
- Leave the program with a plan for translating new skills into actual practice.

SPECIAL REQUIREMENTS/

PREREQUISITES: Accepted participants must complete pre-program material several weeks prior to start of class. Material provided by institution upon acceptance to program.

WHO MAY APPLY: Civilian members of the A&TWF:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified Corps Eligible candidates.

Military members of the A&TWF:

- Major (04) Level II certified
- LTC (05) and above Level III certified

LENGTH: Five days

LOCATION: Varies

CLPS: Approximately 40 (1 CLP per hour of classroom instruction)

HOW TO APPLY: The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Go to <http://www.ccl.org/programs>

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Weapon Systems Management Course

NATO Armament Program



Special emphasis is on joint activities in the field of procurement and in-service phase of weapons systems by NATO allies. Participants will gain knowledge of international cooperation and management in processing NATO Armament Programs; focus on decisions to be made during each phase of the life cycle and become familiar with the problems experienced by NATO partners in the management of complex projects. Guest speakers from the United States, France, United Kingdom and Germany will present their respective country's acquisition process and organization for developing and producing defense weapons.

SPECIAL REQUIREMENTS/

PREREQUISITES: The course will be taught in English. Participants should be familiar with the terminology, procedures and regulations used in the field of defense systems management within their service establishment. Participants should also have experience in systems planning or management. Experience in management functions of the various phases of a weapon system's life cycle is advantageous to be able to fully participate in the discussions.

WHO MAY APPLY: Civilian members of the A&TWF:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified Corps Eligible candidates.

Military members of the A&TWF:

- Major (04) Level II certified
- LTC (05) and above Level III certified

LENGTH: Three weeks

LOCATION: Ottobrunn, Germany

CLPS: Approximately 120 (1 CLP per hour of classroom instruction)

HOW TO APPLY: The AETE Board meets annually in April and will select individuals applying to the above opportunity. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

PROGRAM DATES: September

Seminar for New Managers: Leading People

Office of Personnel Management/Management Development Center



Here is the perfect opportunity for highly motivated new managers, typically GS-13 and above or equivalent, to learn and hone the essential skills necessary for successful transition into entry-level management. It is also appropriate for more experienced managers who have not yet had the opportunity for formal development of these skills. Seminar faculty is drawn from the Center, the federal leadership community, universities and the private sector. The faculty uses computer-assisted scenarios, case studies, role-plays, group exercises and other adult learning methods. Leading-edge information on managerial theory and practice is applied to participants' real organizational problems. The seminar uses the Hersey-Blanchard Leadership Model to diagnose participants' preferred leadership styles and their appropriate use. Each participant also develops skills in conflict resolution, customer service, diversity, problem solving and communication.

KEY RESULTS:

- Graduates have new skills to use in accomplishing work through subordinates. They have an enhanced sense of how to adapt leadership style to the diverse backgrounds of the people with whom they work.
- They better understand the flexibility available to them in managing human resources within the broad framework of the merit system.
- They return to their agencies with increased enthusiasm for their leadership role and the knowledge and tools to make more confident and effective contributions.

SPECIAL REQUIREMENTS/ PREREQUISITES:

None

WHO MAY APPLY:

Civilian members of the A&TWF:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified Corps Eligible candidates.

Military members of the A&TWF:

- Major (04) Level II certified
- LTC (05) and above Level III certified

LENGTH: Two weeks

LOCATION: Shepherdstown, WV

CLPS: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: The AETE Board meets annually in April and will select individuals applying to the above opportunity. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Go to: <http://www.leadership.opm.gov>

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Management Development Seminar: Leading Organizations

Office of Personnel Management/Management Development Center



In this seminar, experienced managers, typically GS-13/14 or equivalent, step into the world of dynamic thinking, creativity and innovative, results-getting implementation. The seminar is two exciting weeks packed with sessions that expose managers to new approaches and processes. Participants will be energized to achieve superior levels of organizational excellence and significantly invigorated in their ability to deal with the day-to-day challenges of their workplace. Managers bring live problems to the seminar. They use them to develop the skills and knowledge needed to deal more effectively with the rapidly changing federal environment. Learning techniques include practical exercises, activities with facilitated debriefings and discussions and presentations with real-time feedback. There are also opportunities for the exchange of ideas with colleagues from other agencies. Assessment instruments that provide 360-degree feedback are used to develop information on how the participants are perceived by their customers, peers, employees and superiors. The assessments and feedback provided throughout the course strengthen the ability of managers to negotiate, exert influence, gain cooperation from others and create a work environment that values diversity.

- KEY RESULTS:**
- Graduates return to their agencies with new thinking and new ways of managing that lead to greater organizational efficiency and effectiveness in every area of operations.
 - They can diagnose and assess their organization's strengths and weaknesses.
 - They are ready to initiate and manage innovation in a team-based environment that fosters originality, flexibility and reasonable risk-taking.
 - They are better equipped to apply appropriate technology to enhance organizational performance.

**SPECIAL REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY: Level III certified civilian and military members of the AAC, Grades GS-13/LTC or above or equivalent payband.

LENGTH: Two weeks

LOCATION: Shepherdstown, WV

CLPS: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: The AETE Board meets annually in April and will select individuals applying to the above opportunity. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Go to: <http://www.leadership.opm.gov>

PROGRAM DATES: Too numerous to list, please go to the above referenced Web site.

Executive Development Seminar: Leading Change

Office of Personnel Management/Management Development Center



This seminar focuses on developmental activities designed to strengthen the ability of senior managers to make sound decisions that lead to meaningful change in critically important areas. Participants strengthen their ability to act strategically, communicate orally in a variety of settings and interact positively with external constituencies. They learn to identify and deal effectively with the internal and external politics that impact their missions and organizations. Managers learn the ins and outs of developing support networks and building alliances and how to do so while maintaining high ethical standards. The most current educational technology is used, including state-of-the-art computer assisted simulations and other leading-edge learning techniques. Role-playing exercises are videotaped for individual feedback and to critique formal presentations.

- KEY RESULTS:**
- Graduates return to their agencies with significantly enhanced knowledge of techniques and approaches for leading change in areas critical to future mission success.
 - They have enhanced skill at producing results, assuring accountability, building coalitions and communicating effectively. They are better positioned to exert a more businesslike perspective to management, particularly in the financial arena.
 - They can better understand the interrelationship of the legislative, executive and judicial branches in the development of public policy and are highly cognizant of the roles played by special interest groups and the media.

**SPECIAL REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Level III certified civilian and military members of the AAC, Grades GS-13/LTC or above or equivalent pay band.

LENGTH:

Two weeks

LOCATION:

Shepherdstown, WV

CLPS:

Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY:

The AETE Board meets annually in April and will select individuals applying to the above opportunity. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION:

Go to: <http://www.leadership.opm.gov>

PROGRAM DATES:

Too numerous to list, please go to the above referenced Web site.

Leadership Potential Seminar

Office of Personnel Management/Management Development Center



This seminar assists agencies in their managerial succession planning through early development of current and future managers and leaders. Participants are program specialists, typically at GS-11 and above or equivalent, with identified potential for transition to supervisory responsibilities or managers/supervisors who want a better understanding of the power of leadership.

Special emphasis is placed on the basic core competencies of effective leadership, such as self-awareness, human relations, interpersonal skills, effective followership, leadership dynamics and creative problem solving. Agencies who send individuals to this dynamic seminar will increase the potential of their future success by helping individuals master the necessary competencies prior to being promoted into supervisory and management positions and increase the effectiveness of those already in management positions.

- KEY RESULTS:**
- Develop awareness of self.
 - Learn the foundations of leadership and how leadership and management are complementary but not interchangeable.
 - Understand the importance of effective followership.
 - Understand the importance of a healthy lifestyle.
 - Acquire the skills of self-leadership.
 - Identify your ethical structure for decision making.
 - Understand situational decision making.
 - Learn the traits necessary for long-term leadership growth.
 - Develop skills in conflict management.
 - Assess and profile current core skill levels.
 - Understand the importance of feedback and develop skill in delivering it.

**SPECIAL REQUIREMENTS/
PREREQUISITES:**

None

WHO MAY APPLY:

Civilian members of the A&TWF:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified Corps Eligible candidates

Military members of the A&TWF:

- Major (04) Level II certified
- LTC (05) and above Level III certified

LENGTH: Two weeks

LOCATION: Shepherdstown, WV

CLPS: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: The AETE Board meets annually in April and will select individuals applying to the above opportunity. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

FOR MORE INFORMATION: Go to: <http://www.leadership.opm.gov>

PROGRAM DATES: Too numerous to list, please go to the above referenced Web site.

Experimental and Developmental Opportunities

The AAC continues to emphasize the importance of developmental opportunities and operational experience as a significant component in the A&TWF member's career path.

The most prestigious developmental opportunity is the Competitive Development Group (CDG) Program. This program selects high potential professionals to participate in a three-year program of specialized cross-functional training and advanced developmental assignments in various acquisition fields.

In addition to developmental assignments, the AAC affords professionals the opportunity to participate in a tour of duty at locations such as the National Training Center and Korea. It is of paramount importance to the Army that A&TWF personnel engaged in or responsible for materiel/weapons acquisition acquire knowledge and experience of the environment in which soldiers and their equipment must operate. These operational experiences provide A&TWF members the chance to gain first-hand experience and insight on how the Army fights and the Army's Table of Organizations and Equipment (TO&E) functions and structure.

Competitive Development Group

The Competitive Development Group (CDG) is a competitive program that offers high potential Corps Eligible (CE) with a Level III certification (who are GS-12/GS-13 or demo broadband converted equivalent and AAC civilian personnel) expanded training, leadership and other career development opportunities.

The CDG program is an intensive effort requiring full commitment to the program and the IDP. During years two and three of the program, CDG members are required to apply to the Army's PM and Acquisition Command Selection Boards. Failure to apply shall result in removal from the CDG program.

Primary selectees will be assigned to a centrally funded generic training NH-III level position requirements document on the Acquisition Support Center (ASC) Table of Distribution and Allowances (TDA). ASC participates in the DOD Civilian Acquisition Workforce Demonstration Project.

Graduates who have not obtained permanent placement at the close of the three-year program shall be provided two permanent lateral (not promotion) position opportunities. In the event that the CDG member declines both of these positions, no further voluntary position placement will be offered. The program mobility agreement will be invoked and the CDG member will be removed from the AAC.

SPECIAL REQUIREMENTS/

PREREQUISITES: Refer to the CDG policy Web site.

WHO MAY APPLY:

- Must be a current permanent Department of the Army employee in a Career or Career Conditional Status.
- A GS-12/GS-13 or in an equivalent Demonstration Project broadband; Army Acquisition Corps Member or Corps Eligible NLT announcement closing date.
- Be certified at Level III in an ACF.

LENGTH: Three years

LOCATION: Program selectees are assigned to a centrally funded generic position description on the Army Acquisition Executive Support Agency (AAESA) Table of Distribution and Allowances (TDA) during participation in the program. CDG members are detailed to developmental assignment profiles throughout the acquisition community based on individual education, experience and training needs, as well as current or anticipated needs of the Army.

HOW TO APPLY: Access the ASC Web site at <http://asc.rdaisa.army.mil> for the CDG announcement.

PROGRAM DATES: See announcement.

Regional Rotational Developmental Assignment Program

The Regional Rotational Development Assignment Program is a locally managed program with central oversight by the DDACM and ACOMO. It is a program established to support the AAC's objective of having a highly skilled and multi-functional workforce. It is structured to allow A&TWF members to gain experience in another career field, another organization and/or another commodity while being maintained on the parent organization's TDA. The members have the opportunity to develop required acquisition/leadership skills, while at the same time, gaining career-enhancing experience. Although a one-for-one swap cannot be guaranteed, every effort will be made to ensure each organization releasing an individual to participate in the Program will benefit from receiving an individual as well.

SPECIAL REQUIREMENTS/

PREREQUISITES:

A&TWF members who are certified Level III in their position of record are eligible for developmental assignments in all acquisition career fields. A&TWF members who have not met their position of record certification requirements or if position requirement is less than Level III are restricted to developmental assignments only in the same acquisition career field as their current position.

WHO MAY APPLY:

Civilian members of the A&TWF currently serving in an acquisition position.

LENGTH:

Most developmental assignments are expected to last one year, although may vary from six months to two years.

LOCATION:

Local, commuting distance of the applicant's duty station

CLPS:

Varies with the length of assignment

HOW TO APPLY:

Please refer to the Procedures Document at http://asc.rdaisa.army.mil/ncr_regions/programs.htm for the application requirements.

PROGRAM DATES:

For the most current dates, go to the ASC Web site for the RDAP announcement at <http://asc.rdaisa.army.mil/>.

Civilian Training With Industry (TWI)

AAC Training With Industry for Civilians

The Civilian TWI program provides the opportunity for civilians to gain career broadening experience while working in an industry environment. It also provides the participant's organization the means to acquire needed skills or expertise. During TWI assignments, participants learn commercial best practices while gaining an understanding and appreciation of how a private enterprise functions.

Note that applicants are not given a list of companies from which to select TWI assignments. Instead, upon selection, the ACMO will work with selected individuals to identify potential TWI assignments that meet the individuals' training needs based on the Individual Development Plan (IDP).

SPECIAL REQUIREMENTS/

PREREQUISITES:

- Must have a bachelor's degree.
- Must be certified at Level III in at least one acquisition career field.
- Must not be eligible to retire within three years following the one-year TWI assignment and within 27 months following the nine-month TWI assignment.

WHO MAY APPLY:

Civilian members of the A&TWF currently serving in acquisition positions and meet the certification requirements of that position. Priority will be given to Corps Eligible (CE) and AAC members.

LENGTH:

Assignments are made in one-year and nine-month increments

LOCATION:

All locations, and within commuting distance of the applicant's duty station

CLPS:

Varies with length of assignment

HOW TO APPLY:

The AETE Board makes selections annually in April. Individuals applying to the above opportunity will be board selected. Applicants should refer to the AETE Board Application instructions detailed in this catalog on page 76.

PROGRAM DATES:

For the most current dates go to <http://asc.rdaisa.army.mil>.

Developmental Educational Opportunities

The Army's Training with Industry (TWI) Program is a one-year work experience training program designed to take selected officers out of the military environment and expose them to the latest civilian business practices, organizational structures and cultures, technology development processes and corporate management techniques. The companies that participate with the Army in this training program are developers of innovative, cutting-edge technologies and/or established business leaders in their respective fields.

HOW TO APPLY: Procedures for AAC officers are available at
<https://www.perscom.army.mil/Opfam51/milTraining.htm>.

Operational Experience Opportunity

Operational Experience assignments at various locations are being offered to A&TWF members. This assignment provides participants an opportunity to gain first-hand, foxhole-level experience by permitting them to live, eat and work alongside soldiers in an active army unit of the U.S. Army engaged in a field training exercise (FTE). This training exercise offers a real-life soldier experience at the company, battalion or brigade level. Participants are advised that they may spend up to the entire duration of the FTE deployed in the field.

LENGTH: 10 days

LOCATION: Varies

CLPS: One CLP per hour of interaction/observation in the field setting

PREREQUISITE: Major emphasis is placed on an individual's knowledge and experience of the operational Army. For example, participants must have a level of understanding that provides the member with the basic insights into the Army, roles and basic tactical doctrines. Participant must have appropriate security clearance; pass the Army Physical Fitness Test, administered and scored to the same standard applied to soldiers and pass a standard military physical examination.

WHO TO APPLY: Civilian and military members of the A&TWF currently serving in an acquisition position and meet the certification requirements of that position and interns who are working/training in the Acquisition Workforce and have at least 24 months experience.

HOW TO APPLY: The Acquisition Career Managers (ACM) will provide guidance to participants of their respective region regarding this training opportunity. The Regional Director will review application packages for eligibility. They will also be the direct communication link to the participant and the gaining organization's supervisor. List of ACMs is located at <http://asc.rdaisa.army.mil/contacts/acm.htm>.

PROGRAM DATES: Varies

FOR MORE INFORMATION: Contact your Acquisition Career Manager

Contract Administration Branch

Seoul, Korea

Operational Experience assignment at the U.S. Army Contracting Command, Korea is offered to A&TWF members. This assignment provides participants an opportunity to work with the Contract Administration Branch on problem contracts. Problems include numerous contractors going into insolvency and many more into reorganization. Workforce members selected for this operational experience are assigned to the Army's most forward deployed command. Participants are deployed to different locations within the command's theater of operations, based on mission requirements.

SPECIAL REQUIREMENTS/

PREREQUISITES: This assignment is open to all A&TWF members; however, knowledge of contracting, simplified purchasing and administrative experience will be beneficial to participants. Participants must receive a Status Of Forces Agreement visa from the Korean Consulate with their TDY orders for this assignment. Participants in this assignment must be able to sustain wearing Mission Oriented Protective Posture (MOPP) IV gear (gas mask, protective clothing, etc.) for short periods of time.

WHO MAY APPLY: Civilian and military members of the A&TWF who currently serve in an acquisition position and meet the certification requirements of that position.

LENGTH: Four months

LOCATION: Seoul, Korea

CLPS: 28 (7 CLP per month of developmental assignment)

HOW TO APPLY: The Acquisition Career Managers (ACM) will provide guidance to participants of their respective region regarding this training opportunity. The Regional Director will review application packages for eligibility. They will also be the direct communication link to the participant and the gaining organization's supervisor. List of ACMs is located at <http://asc.rdaisa.army.mil/contacts/acm.htm>.

PROGRAM DATES: Scheduled at preference of A&TWF member in coordination with the Contract Administration Branch.

National Training Center Orientation Visits

Operational Experience Opportunity

Orientation visits are being offered to A&TWF members at the National Training Center, Fort Irwin, CA. The program is designed to introduce the participant to Army field operations. The orientation includes Command and Opposing (enemy) Force (OPFOR) briefings, tour of the Operations Center, instrumentation orientation and ride with the OPFOR to a training engagement.

SPECIAL REQUIREMENTS/

PREREQUISITES: General knowledge and experience of the operational Army. Participants should have a level of understanding of the Army, its roles and basic tactical doctrines.

WHO MAY APPLY: Civilian and military members or teams of the A&TWF who currently serve in an acquisition position and meet the certification requirements of that position and interns who are working/training in the Acquisition Workforce and have at least 24 months experience.

LENGTH: Two days

LOCATION: National Training Center

CLPS: One CLP per hour of interaction/observation in the field setting

HOW TO APPLY: The Acquisition Career Managers (ACM) will provide guidance to participants of their respective region regarding this training opportunity. The Regional Director will review application packages for eligibility. They will also be the direct communication link to the participant and the gaining organization's supervisor. List of ACMs is located at <http://asc.rdaisa.army.mil/contacts/acm.htm>.

PROGRAM DATES: Varies

Science Advisor Assignments

National Training Center, Fort Irwin, California

This assignment provides participants an opportunity to gain first-hand experience of how the Army operates in a field environment. The National Training Center (NTC) offers realistic and demanding training for acquisition personnel who are provided unfiltered insight into the employment and support of Army systems and equipment. Science advisor assignments are two to four months in duration. This assignment offers acquisition personnel the opportunity to rotate through the Army Materiel Command's Science Advisor Office. Individual's primary role focuses on serving as a vital communications link between the soldier and the research and development community.

SPECIAL REQUIREMENTS/

PREREQUISITES: Major emphasis is placed on an individual's knowledge and experience of the operational Army. For example, participants must have a level of understanding that provides the member with the basic insights into the Army, its roles and basic tactical doctrines. Another determining factor includes an understanding of real-world sustainment and how the Army fights as a joint/combined team.

WHO MAY APPLY: Civilian and military members of the A&TWF who currently serve in an acquisition position and meet the certification requirements of that position.

LENGTH: Two to four months

LOCATION: National Training Center

CLPS: 14 to 28 (7 CLPs per month of developmental assignment)

HOW TO APPLY: The Acquisition Career Managers (ACM) will provide guidance to participants of their respective region regarding this training opportunity. The Regional Director will review application packages for eligibility. They will also be the direct communication link to the participant and the gaining organization's supervisor. List of ACMs is located at <http://asc.rdaisa.army.mil/contacts/acm.htm>.

PROGRAM DATES: Military training rotations occur throughout the year. A&TWF members wanting to participate in this program will be scheduled in accordance with the rotations.

Airborne Operations

Soldier Biological-Chemical Command (SBCCOM) Greening Program

Operational Experience assignment at Fort Polk, LA, is offered to A&TWF members. This assignment provides participants an opportunity to gain first-hand experience of what goes on during the planning and execution of mass tactical ground operations. Some of the events individuals will observe/participate in may include: manifesting and preparing for deployment at Company and Battalion level, tactical and weapons training at the unit level and redeployment operations. This program is designed to familiarize participants with the primary facets of Army tactical operations. Orientation visits are arranged for groups ranging in size from 1-10 individuals. Interested personnel may apply either as a group or as an individual. Groups that apply must include the names and required information for each member of the group in the application. Individuals who apply and who are not part of a group will be assigned and/or formed into a group.

SPECIAL REQUIREMENTS/

PREREQUISITES:

Major emphasis is placed on an individual's knowledge and experience of the operational Army. For example, participants must have a level of understanding that provides the member with the basic insights into the Army, roles and basic tactical doctrines. Participants should have a general understanding of real-world logistics and sustainment and how the Army fights as a joint/combined team.

WHO MAY APPLY:

Civilian and military members of the A&TWF who currently serve in an acquisition position and meet the certification requirements of that position and interns who are working/training in the acquisition workforce and have at least 24 months experience.

LENGTH:

Five days

LOCATION:

Joint Readiness Training Center (JRTC), Fort Polk, LA

CLPS:

One CLP per hour of interaction/observation in the field setting

HOW TO APPLY:

The Acquisition Career Managers (ACM) will provide guidance to participants of their respective region regarding this training opportunity. The Regional Director will review application packages for eligibility. They will also be the direct communication link to the participant and the gaining organization's supervisor. List of ACMs is located at <http://asc.rdaisa.army.mil/contacts/acm.htm>.

PROGRAM DATES:

Individuals/groups must identify on their application in which fiscal quarter they would prefer to attend. Individuals/groups are encouraged to identify more than one time period on their application in the event an offered assignment is canceled.

Professional Activities

The attainment of professional certifications within professional associations is recognized as a special achievement for the A&TWF. Membership and active involvement in professional associations offers unlimited opportunities for A&TWF professionals to freely exchange ideas with their industry counterparts and other DOD and civilian agencies. A&TWF members are strongly encouraged to develop professional liaisons with specialty organizations. Participation in professional activities may be used to accumulate CLPs toward fulfillment of the Continuous Learning Standard. You may acquire 10 CLPs in the year of certification.

Several organizations with which the acquisition community has enjoyed successful relationships are listed on the following pages. Membership and association fees are not reimbursable by the ASC.

Project Management Institute

The Professional Development Program was developed to enhance the ongoing professional development of project management personnel, encourage and recognize individual learning opportunities and offer a standard and objective mechanism for attaining and recording professional development activities.

- REQUIREMENTS:**
- Project Management Professionals
 - Must attain no less than 60 Professional Development Units (PDU) within a three-year cycle (A PDU is the number of actual clock hours spent in direct participation in a structured educational format. One PDU is equivalent to one contact hour.)
 - Agree to continue to adhere to Project Management Institute's (PMI's) Code of Professional Conduct
 - Successful completion of the PMI Exam (cost: \$405 for members and \$555 for non-members)
 - Category I - bachelor's degree and 4,500 hours of project management time within three to six years
 - Category II - no degree and 7,500 hours of project management time within five to eight years

**ADDRESS/
PHONE NUMBER:** Project Management Institute
Four Campus Boulevard
Newton Square, PA 19073-3299
Phone: (610) 356-4600

WHO MAY APPLY: Project Management Professionals

CERTIFICATION COST: \$405 (PMI member rate)
\$555 (Non-member rate)

RETAIN CERTIFICATION: Re-certify every three years

FOR MORE INFORMATION: Go to <http://www.pmi.org>

Certified Professional Contracts Manager

The Certified Professional Contracts Manager (CPCM) program recognizes individuals who have attained a high level of education, experience and training in the contracts management profession. In order to qualify for the examination, certain requirements must be met.

- REQUIREMENTS:**
- A degree at a level above the bachelor's level
 - Five years of experience
 - Successful completion of the CFCM and CCCM designations of NCMA's certification program (includes federal knowledge, general knowledge and commercial knowledge modules).
 - Waivers of the educational requirement are available if a candidate has 10 or more years of experience, and a letter from a supervisor supporting the candidacy

ADDRESS/

PHONE NUMBER: National Contract Management Association (NCMA)
(Before 3/15/03): 1912 Woodford Road
Vienna, VA 22181
(After 3/15/03): 8260 Greensboro Drive, Suite 200
McLean, VA 22102
Phone: (800) 344-8096, X437 or 421; (703) 448-9231, X437 or 421
Fax: (703) 448-0939

WHO MAY APPLY: Professional contracts management personnel

CERTIFICATION COSTS: Application fee: \$150 (member); \$250 (non-member)
Examination fee: \$95.00 per module
During Beta testing phase **only** (early to mid 2003), application fee is waived and examination fee is \$100 per module

RETAIN CERTIFICATION: Recertify every 5 years (\$95.00)
60 hours of continuing education every 5 years (10 hours must be within final 18 months of re-certification period)

FOR MORE INFORMATION: Go to <http://www.ncmahq.org>

Certified Federal Contracts Manager

The Certified Federal Contracts Manager (CFCM) program recognizes individuals who have mastered the government contracting profession through a combination of formal education and training. To qualify for the examination, certain requirements must be met.

- REQUIREMENTS:**
- A degree (from a regionally accredited university or college) at the bachelor's level with at least 25 hours in business management topics
 - 120 hours of continuing education in contracts/business management
 - Two years of experience
 - Successful completion of the two modules of NCMA's certification program (federal knowledge and general knowledge)
 - Waivers of the educational requirement are available if a candidate has 10 or more years of experience, and a letter from a supervisor supporting the candidacy

ADDRESS/
PHONE NUMBER: National Contract Management Association (NCMA)
 (Before 3/15/03): 1912 Woodford Road
 Vienna, VA 22181
 (After 3/15/03) 8260 Greensboro Drive, Suite 200
 McLean, VA 22102
 Phone: (800) 344-8096, X437 or 421; (703) 448-9231, X437 or 421
 Fax: (703) 448-0939

WHO MAY APPLY: Professional federal contracts management personnel

CERTIFICATION COSTS: Application fee: \$150 (member); \$250 (non-member)
 Examination fee: \$95.00 per module
 During Beta testing phase **only** (early to mid 2003), application fee is waived and examination fee is \$100 per module

RETAIN CERTIFICATION: Recertify every 5 years (\$95.00)
 60 hours of continuing education every 5 years (10 hours must be within final 18 months of re-certification period)

FOR MORE INFORMATION: Go to <http://www.ncmahq.org>

Certified Commercial Contracts Manager

The Certified Commercial Contracts Manager (CFCM) program recognizes individuals who have mastered the commercial contracting profession through a combination of formal education and training. To qualify for the examination, certain requirements must be met.

- REQUIREMENTS:**
- A degree (from a regionally accredited university or college) at the bachelor's level with at least 25 hours in business management topics
 - 120 hours of continuing education in contracts/business management
 - Two years of experience
 - Successful completion of the two modules of NCMA's certification program (commercial knowledge and general knowledge)
 - Waivers of the educational requirement are available if a candidate has 10 or more years of experience, and a letter from a supervisor supporting the candidacy

ADDRESS/
PHONE NUMBER: National Contract Management Association (NCMA)
 (Before 3/15/03): 1912 Woodford Road
 Vienna, VA 22181
 (After 3/15/03) 8260 Greensboro Drive, Suite 200
 McLean, VA 22102
 Phone: (800) 344-8096, X437 or 421; (703) 448-9231, X437 or 421
 Fax: (703) 448-0939

WHO MAY APPLY: Professional contracts management personnel

CERTIFICATION COSTS: Application fee: \$150 (member), \$250 (non-member)
 Examination fee: \$95.00 per module
 During Beta testing phase **only** (early to mid 2003), application fee is waived and examination fee is \$100 per module

RETAIN CERTIFICATION: Recertify every 5 years (\$95.00)
 60 hours of continuing education every 5 years (10 hours must be within final 18 months of re-certification period)

FOR MORE INFORMATION: Go to www.ncmahq.org

Certified Management Accountant

The Certified Management Accountant (CMA) designation for management accounting and finance professionals offers an opportunity for advancement and is globally recognized. The goal of the CMA program is to foster the development of management accountants and financial managers who have a strong technical background in accounting finance, who can anticipate the needs of their organization and participate in the decision-making process as an integral member of the management teams.

- REQUIREMENTS:**
- 120 semester hours (generally a bachelor's degree)
 - File an application for admission with the Institute of Certified Management Accountants (ICMA)
 - Be a member of the Institute of Management Accountants (IMA)
 - Pass all four parts of the CMA exam within a three-year period
 - Satisfy the experience requirement (varies with state)
 - Comply with the Standards of Ethical Conduct for Management Accountants

**ADDRESS/
PHONE NUMBER:** Institute of Management Accountants
10 Paragon Drive
Montvale, NJ 07645-1759
Phone: (800) 638-4427

WHO MAY APPLY: Professional financial management professionals

CERTIFICATION COST: \$115 per exam part (four parts)

- RETAIN CERTIFICATION:**
- Satisfy the continuing education requirements (varies depending on state)
 - Comply with the Standards of Ethical Conduct for Management Accountants

FOR MORE INFORMATION: Go to <http://www.imanet.org>

Certified Public Accountant

The American Institute of Certified Public Accountants is the national professional organization for all Certified Public Accountants. Its mission is to provide the members with the resources, information and leadership that enable them to provide valuable services in the highest professional manner to benefit the public as well as employees and clients.

- REQUIREMENTS:**
- Education—150 semester hours
 - Pass all four parts of the CPA exam within three years
 - Two to three years experience required before certification is issued
 - Two years if the exam was taken and a bachelor's degree in accounting obtained
 - Three years if the exam was taken and a bachelor's degree NOT in accounting was obtained

**ADDRESS/
PHONE NUMBER:** American Institute of Certified Public Accountants (AICPA)
Harborside Financial Center
201 Plaza III
Jersey City, NJ 07311
Phone: (888) 777-7077

WHO MAY APPLY: Professional financial management personnel

CERTIFICATION COST: \$120

RETAIN CERTIFICATION: Continuing Professional Education (depends on state board)

FOR MORE INFORMATION: Go to <http://www.aicpa.org>

Certified Internal Auditor

The Institute of Internal Auditors' mission is to be the primary international professional association, organized on a worldwide basis, dedicated to the promotion and development of the practice of internal auditing.

- REQUIREMENTS:**
- Education: bachelor's degree or equivalent
 - 24 months of internal auditing (or equivalent)
 - Master's degree can be substituted for one-year work experience
 - Pass all four parts of the Certified Internal Auditor (CIA) exam
 - Submit a character reference

**ADDRESS/
PHONE NUMBER:** Institute of Internal Auditors (IIA)
247 Maitland Avenue
Altamonte Springs, FL 32701-4201
Phone: (407) 937-1100
Fax: (407) 831-5171

WHO MAY APPLY: Professional financial management personnel

CERTIFICATION COST: \$60 registration; \$70 per part (four parts)

- RETAIN CERTIFICATION:**
- Continuing professional development (varies by state)
 - Comply with the IIA Code of Ethics

FOR MORE INFORMATION: Go to <http://www.theiia.org>

Certified Government Financial Manager

The Association of Government Accountants (AGA) is an international organization that serves government officials and the public through its constant efforts to ensure full and fair accountability for all public monies. The Association serves its members by providing education, encouraging professional development, influencing governmental financial management policies and practices and serving as an advocate for the profession.

- REQUIREMENTS:**
- Education: bachelor's degree and 24 credit hours in accounting, auditing, budget, economics, etc.
 - Two years of experience in financial management
 - Pass the government financial management proficiency exam
 - Adhere to the AGA Code of Ethics

**ADDRESS/
PHONE NUMBER:** Association of Government Accountants (AGA)
2208 Mt. Vernon Avenue
Alexandria, VA 22301-1314
Phone: (800) 242-7211

WHO MAY APPLY: Professional financial management personnel

CERTIFICATION COST: \$75 application fee; \$109 per exam

- RETAIN CERTIFICATION:**
- Apply for renewal every two years
 - Complete at least 80 hours of continuing professional education every two years
 - Adhere to AGA Code of Ethics

FOR MORE INFORMATION: Go to <http://www.agacgfm.org>

National Contract Management Association (NCMA)

NCMA is an individual-membership, professional society whose elected leadership is composed of volunteer members who are elected officers.

REQUIREMENTS: N/A

ADDRESS/

PHONE NUMBER: National Contract Management Association
1912 Woodford Road
Vienna, Virginia 22182
Phone: 800-344-8096

WHO MAY APPLY: Professionals in Contracting or Business Management

MEMBERSHIP DUES:	New member/1 year	\$120
	New member/3 years	\$320
	Renewal member/1 year	\$100
	Renewal member/3 years	\$300
	Associate member/1 year	\$ 45
	Retired member/1 year	\$ 40

RETAIN CERTIFICATION: N/A

FOR MORE INFORMATION: Go to <http://www.ncmahq.org>

Financial Planning Association*(Formerly known as Certified Financial Planners (CFPs))*

The International Association for Financial Planning and the Institute of Certified Financial Planners (ICFP) have unified into the new Financial Planning Association (FPA), which is representing Certified Financial Planner professionals. It promotes the advancement of knowledge in financial planning, supporting programs that enable CFP members to better serve their clients and ensures integrity and professionalism of Institute members through endorsement of the CFP Board's rigorous Code of Ethics and Professional Responsibility.

- REQUIREMENTS:**
- Education: complete the financial planning curriculum
 - Pass all three parts of the CPF examination
 - Three to five years experience in financial planning before or after successful completion of examination
 - Adhere to CFP Code of Ethics

**ADDRESS/
PHONE NUMBER:** Institute of Certified Financial Planners
3801 East Florida Avenue, Suite 708
Denver, CO 80210
Phone: 800-322-4237

WHO MAY APPLY: Professional financial management personnel

CERTIFICATION COST: \$450

- RETAIN CERTIFICATION:**
- License renewal every two years
 - Adhere to CFP Code of Ethics and professional responsibility
 - Continuing education requirements of 30 hours every two years

FOR MORE INFORMATION: Go to <http://www.fpanet.org>

Women in Defense, A National Security Organization

Women in Defense (WID), a National Security Organization affiliated with the National Defense Industrial Association (NDIA), provides its members with opportunities for professional development and networking, cultivating the advancement of women leaders in government and industry professions.

REQUIREMENTS: None

ADDRESS/

PHONE NUMBER: Women in Defense, A National Security Organization
2111 Wilson Boulevard, #400
Arlington, Virginia 22201-3061
Phone: (703) 247-2552; (703) 522-1885

WHO MAY APPLY: Membership in WID is open to all professional women and men whose primary professional activities are related to national defense or any aspect of national security.

MEMBERSHIP DUES: Annual dues are \$35

RETAIN CERTIFICATION: N/A

FOR MORE INFORMATION: Go to <http://wid.ndia.org>

Applying for the AETE Board

This section includes instructions on how to apply for the AETE Board, what documents are required and includes information on how the opportunities are funded.

The AETE Board Application instructions provide guidance on how to apply for those competitive opportunities listed in this catalog that are funded by the ASC. It outlines exactly which documents are required, how they should be completed, the date of the Board and how and where to send the applications.

All applicants are expected to provide the items listed so that board members have the appropriate information on which to conduct an evaluation. It is important that all information be complete and as accurate as possible. Assistance in developing these documents or compiling your application can be obtained by contacting your Acquisition Career Manager.

The board rates the appropriateness of the candidate's requested opportunity based on the entire package provided. A candidate is selected based on previous achievements as defined in the Acquisition Career Record Brief (ACRB) and the individual's career development plan as outlined in the Individual Development Plan (IDP), the candidate's potential to successfully complete the desired program and the benefit to the Army and the AAC and the Senior Rater's Potential Evaluation (SRPE).

Applications for the AETE Board must be submitted to the address provided by the closing date of the announcement. All applications must be received by that date. Complete applications will be accepted by mail and express mail services. Fax and other electronic media copies will not be accepted. Applications submitted in government paid envelopes will not be accepted.

The Board results will generally be made available within 30 days after the completion of the Board. Applicants will be contacted as to their status and the appropriate paperwork (funded DD Form 1556, TDY orders, etc.) provided.

Application/Instructions

The AETE Board meets annually in April, to consider eligible A&TWF members for various education, training and experience opportunities. To review the official announcement go to: <http://asc.rdaisa.army.mil>.

DOCUMENTS REQUIRED FOR APPLICATION TO AETE SELECTION BOARD

1. ☐ **Acquisition Career Record Brief** (ACRB) (civilian) or **Officer Record Brief** (ORB) (military) updated with current information and signed by the individual. Civilians should contact their Acquisition Career Manager for assistance with updating record brief.
2. ☐ **Resume.** All civilian applicants must submit a resume. To facilitate easy review by the board, all resumes must be in a standard resume format.
3. ☐ **Performance Appraisals.** Include last three evaluations with support forms. Include memo signed by individual explaining unrated period in excess of three months. For civilians, evaluations must include the associated standards for each evaluation. **Military applicants will provide the ORB and OMPF.**
4. ☐ **Senior Rater Potential Evaluation** (SRPE) (Civilians only in Grade 13 and above or the personnel demonstration project payband equivalent.) The senior rater for the SRPE is the same individual as the senior rater for TAPES/CCAS; i.e., the rater's rater. Evaluation must have been completed within the last year. Go to the ASC home page for information on completing the SRPE.
5. ☐ **Individual Development Plan** (IDP). The electronic signature on the IDP must match the signature on the DD Form 1556. When required, the IDP is used in place of the Post Utilization Plan to document the objectives of a course and the benefits to be derived from the course. The automated IDP is located at <https://rda.rdaisa.army.mil/cappmis/idp/idpprod/login.cfm>. The IDP must be updated (within previous six months) to include the course and the course dates for which the applicant is applying.
6. ☐ **DD Form 1556.** Submit one form for entire period of training, even when training crosses fiscal years. A **DD Form 1556** must be completed for each training application submitted. "Signed for" signatures on the DD Form 1556 will not be accepted. The electronic signature on the DD Form 1556 **MUST** match the signature in Section D, item # 32.
 - All of Section A (self-explanatory)
 - All of Section B (for Item #23, project if exact dates are unknown)
 - Section C—# 25 only (obtain cost from school; estimate books)
 - Section D—# 32 only (signed and dated by supervisor)
7. ☐ **DD Form 1610,** Request an Authorization for TDY Travel of DOD Personnel. (Complete **ONLY** Items 1 through 15 of the form.) Upon selection for training, the AAESA Resource Management Division will complete DD Form 1556 and DD Form 1610 and return to the applicant by fax.

**ACTIONS TO BE
COMPLETED BY
APPLICANT UPON
SELECTION:**

8. ☐ **Acceptance Letter from University.** Degree completion programs (e.g., Naval Postgraduate School, School of Choice Program), applicants must be accepted by the university prior to application to the AETE Board.

1. ☐ Apply and receive acceptance from the training institution. Funds will not be released until applicant accepted; exception: degree completion programs require acceptance PRIOR to application.
2. ☐ Make reservations for accommodations and travel.
3. ☐ Additional administrative information is found in the General Information section of the AETE policy on the ASC home page.

ASC HOME PAGE: See home page for contact information on Acquisition Career Manager and information on the SRPE, the IDP, the ACRB, the AETE Catalog, and the AETE Policy/Procedures. (<http://asc.rdaisa.army.mil>)

MAIL COMPLETE APPLICATION PACKAGES TO: (Must be received no later than the date indicated on the AETE Board announcement. Late applications will not be accepted.)

U.S. Total Army Personnel Command
ATTN: TAPC-OPB-B (AETE/Johnston)
Room 7S33, 200 Stovall Street
Alexandria, VA 22332-0411

- Faxed, scanned or any other electronic submission will not be accepted, nor will they be considered as having met the suspense date.
- Applications submitted in Government Postage Paid envelopes will not be accepted.
- Applications must be received at PERSCOM by the suspense date. Incomplete/late applications will not be acknowledged, considered or returned.

**FUNDING FOR
PARTICIPANTS:**

The Army Acquisition Support Center (ASC), Resource Management Division, will provide central resource support for participants. See table below. This office will pay tuition costs directly to the schools and certify student travel orders.

Category	Tuition	Backfill Salary	Other
Long Term Training (LTT) (120 Calendar days or more)	Yes	No	TDY under JTR School of Choice: TDY not authorized!
			Registration fee, books, lab fees
Part-time Training	Yes	No	TDY under JTR
Seminars	Yes	No	TDY under JTR
Mandatory Training	Yes (DOD Funded)	No	TDY under JTR
Tuition Assistance	Yes	No	Lab Fees/Books

TRAINING REQUEST**(DD FORM 1556):**

A Request, Authorization, Agreement, Certification of Training and Reimbursement (DD Form 1556) must be completed by the individual attending training. The attendee should complete items 1-32, excluding blocks 27, 29 and 30, which will be completed by the ASC Resource Management Division. Section 26 is not used. The Acquisition Support Center (ASC) will complete sections 33 and 34. A completed copy of the DD Form 1556 will be provided to the student upon selection for training. The billing instructions in block 37 should read:

ATTN: DFAS Rome
Vendor Pay RO FPV
325 Brooks Road
Rome, NY 13441-4527

TRAVEL ORDER**(DD FORM 1610):**

The ASC Resource Management Division will provide funds for travel. A Request and Authorization for TDY Travel of DOD Personnel (DD Form 1610) must be completed by the individual traveling. The traveler should complete items 1-17 on the DD Form 1610 and provide to the same address as the application was provided. Blocks 18-22 will be completed by ASC Resource Management and finalized temporary duty orders will be provided at the same time as the completed DD Form 1556. ASC Resource Management Division will have blocks 18-22 completed and returned to traveler via fax.

AUTHORIZED EXPENSES:

Authorized expenses are determined by several factors including the training location in relation to the work site. Specific regulatory requirements are contained in Volume 2 of the Joint Travel Regulation (JTR). For training outside the commuting area, the participant is authorized one trip to and from the training site. In addition, the Long-Term Training (LTT) participant is Authorized Per diem for LTT at the rate of 55 percent of the established rate at the training location. Reimbursement for local travel mileage while on per diem is not authorized.

MANPOWER SPACES: Employees selected for centrally funded LTT assignments will either return to their organization after graduation or be assigned to another organization based on their IDP. These employees will remain on the parent organization's TDA during the training period unless arrangements can be made for them to move earlier if they are scheduled to go to another organization. Early movements are encouraged.

TIME CARDS AND LEAVE: The participant's employing activity will be responsible for administration of leave and maintenance of leave records, to include timecards. It is important that the office maintaining the time and attendance record is fully aware of recess periods at the training site. Annual leave will be charged if the student does not return to their position during any recess periods unless prior approval is obtained to use such time for training-related study or research.

ELECTRONIC ACCESS: This complete catalog resides on the Web at <http://asc.rdaisa.army.mil>.

Army-Wide Leadership Training

In 1990, under the direction of the Chief of Staff of the Army, a progressive and sequential civilian leadership training common core was established to parallel leadership training afforded to military officers. Leadership courses for civilians were already in existence: the Basic Supervisory Development course, Personnel Management for Executives and the Intern Leadership Development Course. Additional courses were subsequently developed and added to the core. Effective October 1996, the Action Officer Developmental course became mandatory for all interns and journey entry-levels.

Mandatory training is available at four broad levels: intern/entry, supervisory, managerial and executive. It parallels the formal training (institutional) pillar of the officer leader development system and is targeted to the skills/competencies required of civilian leaders at each level. Investing in the development of leaders, the Army recognizes the necessity of these programs to meet the challenges of the 21st century.

This section offers a brief description of these Army-Wide Leadership Courses. Courses listed in this section are NOT funded through the AAC. For information on application instructions, eligibility and program dates go to <http://cpol.army.mil/train>. Select the ACTEDS Training Catalog and then go to the Table of Contents.

Civilian Leadership Training

Core Curriculum
(AR 690-400, Chapter 410/412)

Interns

- ✓ ILDC (Intern Leadership Development Course)
On site
- ✓ AODC (Action Officer Development Course)

Supervisors

- ✓ SDC (Supervisory Development Course)
Correspondence
- ✓ LEAD (Leadership Education and Development Course)
On site

Managers

- ✓ MDC (Manager Development Course)
Correspondence
- ✓ OLE (Organizational Leadership for Executives)
Resident
- ✓ PME DII (Personnel Management for Executives)
Resident

Executives

- ✓ SES Training Conference
Resident
- ✓ GO/SES Force Integration
Resident
- ✓ CCL (Center for Creative Leadership)
Resident
- ✓ EO/EEO Orientation
Resident
- ✓ APEX SES Orientation
Resident

SBLM (Sustaining Base Leadership & Management Program)
SENIOR SERVICE COLLEGE

- ✓ Mandatory

Policy & Program Development, OASA (M&RA)

Army War College—Resident Program

The Army War College (AWC) prepares selected military officers and civilians for leadership responsibilities in a strategic security environment during peacetime and wartime. The AWC studies the role of land power, as part of a joint or combined force, in support of the U.S. national military strategy. The curriculum emphasizes theory, concepts, systems and the national security decision-making process. It teaches through numerous case studies, exercises and wargames. The student seminar group is the fundamental learning vehicle at the school. For information on obtaining a master's degree, go to <http://carlisle-www.army.mil/usawc/degree>.

National War College

Master's degree in National Security Strategy: The program focuses on broad understanding of national security policy and strategy. It includes national military strategy and operations, particularly principles and concepts students can apply as they progress in their chosen professions. The academic program consists of prescribed core courses, advanced studies and regional studies. At the conclusion of the academic year, the student receives a master's degree in National Security Strategy and military students will have fulfilled the educational requirement for designation as a Joint Specialty Officer.

Defense Leadership & Management Program

The Department of Defense Leadership and Management Program (DLAMP) is a centrally managed program of the Department of Defense. The program consists of four elements:

- A career-broadening rotational assignment of at least 12 months
- A senior-level course in professional military education, with an emphasis on national security decision making
- A minimum of 10 advanced graduate-level college courses specifically designed with a defense focus
- DLA and occupation-specific development courses, as appropriate

The program is intended to develop participants to qualify to assume key leadership positions in the Department. A “key leadership” position is defined as one that requires a DOD-wide perspective; has responsibility for people, policy, programs and other resources of broad significance; or dedicates a preponderance of duties to supporting joint warfighting capability.

Intern Leadership Development Course

Intern Leadership Development Course (ILDC) teaches interns about the U.S. Army organization and the intern's role in it; their personal learning style and how it supports the Army's leadership competencies of communication, team development and decision making and professional ethics; team building and group dynamics; leadership styles that provide purpose, direction and motivation and when to use the appropriate style; and individual values and how they affect decisions and professional ethics. This course provides interns with an understanding of the structure of the U.S. Army, the Army's leadership competencies and a familiarization with their emerging role as tomorrow's leaders.

Army Force Management School

Teaches professional force managers how to raise, provision, train, sustain, maintain, resource, mobilize and modernize the force. Includes a three-week core course for all students and a one-week functional subcourse, chosen by the student, from training development, combat or materiel developments or applied force developments.

Action Officer Development Course

The Action Officer Development Course (AODC) is a non-resident (correspondence) course that prepares individuals for the requirements of staff work with training similar to that offered to military who attend the Combined Arms and Services Staff School (CAS3). This course describes "staff work" as generally practiced Army-wide. The AODC offers instruction in organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics. The course provides time-saving tips, writing formats and an appendix of informal staff language, simpler words and phrases.

Supervisor Development Course

Supervisor Development Course (SDC) is Phase I of the mandatory supervisory training for all newly appointed supervisors (military and civilian) of civilian employees. New civilian supervisors of civilians must complete both Phase I and Phase II (Leadership Education and Development (LEAD)) within six months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within six months but no later than 12 months of appointment to supervisory positions.

Leadership Education and Development Course

Leadership Education and Development (LEAD) is Phase II of the SDC and teaches supervisors to assess their own effectiveness; assess employee and team effectiveness; motivate and influence employees; communicate effectively; conduct counseling; resolve conflicts; develop strategies to create fully functioning teams; make effective decisions; and explain the effect of values on individual and team effectiveness. The course provides training and practical application in the Army leadership doctrine and competencies.

Manager Development Course

The Manager Development Course (MDC) includes the following lessons: organizational culture; time management; objectives and plans, problem solving and decision-making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army family team building. MDC will teach new managers basic skills for managing work and leading people.

Organizational Leadership for Executives Course

The objective of Organizational Leadership for Executives (OLE) is to develop leaders with skills to conduct an organizational assessment; communicate influentially; establish an effective organizational climate; manage organizational change; develop an organization strategic plan; diagnose personal effectiveness; and build high-performing teams. The Command & General Staff College may award graduate credit to students who successfully complete OLE. These credits may be applied to graduate degree programs at other institutions willing to accept the OLE course experience in lieu of regular academic work.

Personnel Management for Executives I

Personnel Management for Executives (PME) I is designed to help participants find better ways of dealing with management problems for which there can be no stereotypical solutions. It assumes maturity, creativity and resourcefulness on the part of the conferees and a willingness to put forth the effort necessary to improve their managerial abilities. The focus of PME I is on each participant as an individual and as a manager of an important segment of the Army's work force. At the conclusion of PME I, the graduates will be able to:

- Effectively manage the assets of a diverse workforce
- Demonstrate the importance of values and ethics in the workplace
- Incorporate improved team-building skills into their management style for quality results
- Integrate different personality and communication styles for effective management
- Manage stress by incorporating the concept of total wellness into their approach to management
- Recognize the significant impact of mission and international strategies and international issues on mission
- Select the components of multiple management philosophies to increase efficiency and readiness

Personnel Management for Executives II

Personnel Management for Executives (PME) II is neither a “course of instruction” in the traditional sense, nor a “nuts and bolts” legal and regulatory personnel administration course. PME II is designed to challenge participants to find better ways of dealing with management problems for which there are no stereotypical solutions. Maturity, creativity and resourcefulness on the part of the participants and a willingness to put forth the effort necessary to develop and further their managerial abilities are prerequisites. PME II is conducted in a “live-in” environment. During the course, participants are expected to separate themselves completely from business responsibilities.

Sustaining Base Leadership and Management Program (Resident)

The Sustaining Base Leadership and Management (SBLM) program provides graduate-level, professional development across functional areas for leaders and managers who serve or will serve in the Army’s sustaining base. It focuses on enduring principles and concepts over transient or procedural activities. The content stresses critical thinking, active learning and practical work among student and faculty-student teams. It promotes the bonding of civilian and military leaders, thereby enhancing the cohesiveness of America’s Army. Finally, it adds to the body of knowledge and experience of sustaining base leadership, management and decision making by blending student experience with program design and development.

Sustaining Base Leadership and Management Program (Nonresident)

The nonresident SBLM program provides graduate-level, professional development across functional areas for leaders and managers who serve or will serve in the Army's sustaining base. It consists of a variety of delivery media, including paper-based lessons, at least one video-teleconference, computer-based training and online electronic seminars.

White House Fellowship Program

An opportunity for soldiers to receive unique training and first-hand experience in the process of governing the nation. Fellows write speeches, help review and draft proposed legislation, answer Congressional inquiries, chair meetings, conduct briefings and otherwise assist high-level government officials. In the past, Fellows have worked for the Vice-President, the White House Chief of Staff and the National Security Council. Application and selection procedures for AAC military officers are available at <https://www.perscom.army.mil/Opfam51/milTraining.htm>.

Army Congressional Fellowship Program

A unique opportunity for top Army majors and lieutenant colonels to receive valuable training and experience by serving as staff assistants to members of Congress. Fellows are typically given responsibility for drafting legislation, arranging Congressional hearings, writing speeches and floor statements and briefing members for committee deliberations and floor debate. Application and selection procedures for AAC military officers are available at <https://www.perscom.army.mil/Opfam51/milTraining.htm>.

University Degree Programs—AAC Officers

The Army's Advanced Civil Schooling Program provides opportunities for officers to pursue advanced degree programs at civilian universities on a full-time, fully-funded basis. Military officers pursuing full-time advanced civil schooling are governed by AR621-1, Training of Military Personnel at Civilian Institutions.

Application and selection procedures for AAC military officers are available at <https://www.perscom.army.mil/Opfam51/MilAcs.htm>.

Mission to the S.T.A.R.S. (Scientific Task Force of American Rescuers in Space)

Leadership for Critical Times

This dynamic two-day seminar challenges participants to plan and execute a simulated rescue of a “Scientific Teams of American Rescuers in Space” (S.T.A.R.S.). The simulation will require participants to work together in teams, to change behaviors and processes, possibly even to design their future—just as the NASA teams have done. This program focuses on seven competencies that impact leadership during critical times. This seminar is conducted by the Eastern Management Development Center in conjunction with the Rocket Center in Huntsville, AL. More information is available at <http://www.leadership.opm.gov/content.cfm?cat=MTS>.

Appendix A

Commonly Used Acronyms

- AAC ARMY ACQUISITION CORPS:** The AAC is a subset of the A&TWF. It is composed of individuals who have been accepted into the AAC in accordance with the DAWIA Chapter 87, 10 USC Section 1732 Eligibility Requirements and DOD 5000.52-M, Appendix M, Section L, dated November 1995. Members of the AAC have made a commitment to further develop and perfect their acquisition expertise. They are given enhanced training and educational opportunities, career guidance and challenging assignments.
- A&TWF Acquisition and Technology Workforce:** The personnel component of the acquisition system. The A&TWF includes permanent civilian employees and military members who occupy acquisition positions, who are members of the AAC, or who are in acquisition development positions.
- ACF Acquisition Career Field:** One or more occupations that require similar knowledge and skills. There are 13 acquisition career fields: Acquisition Logistics; Business, Cost Estimating and Financial Management; Information Technology; Contracting; Industrial/Contract Property Management; Production, Quality and Manufacturing; Program Management; Purchasing and Procurement Technician; Test and Evaluation; Auditing; Facilities Engineering; SPRDE-Science and Technology Manager; SPRDE-Systems Engineering.
- ACM Acquisition Career Manager:** The individual who provides career development guidance to A&TWF members throughout the regions.
- ACMA Acquisition Career Management Advocate:** A senior-level AAC member, chartered by the DACM and/or DDACM, located throughout areas where there are large concentrations of workforce members, who serve as advocates for the AAC.
- ACRB Acquisition Career Record Brief:** Formerly the Acquisition Civilian Record Brief. The ACRB is the authenticated record of an individual's education, training and acquisition assignment history.
- ASC Acquisition Support Center:** The former Acquisition Career Management Office (ACMO) and Army Acquisition Executive Support Agency (AAESA) have been consolidated to form the Acquisition Support Center (ASC). This reorganization combines related functions under a single management structure. The ASC will be the acquisition, contracting and logistics personnel proponent. The ASC will also perform tasks previously assigned to the Directory for Acquisition Career Management.
- CAP Critical Acquisition Position:** Those senior acquisition positions carrying significant responsibility involving supervisory or management duties required to be filled by individuals in the grade GS/GM-14 or O-5 and above.

- CDG Competitive Development Group:** The CDG is a team of high-potential acquisition professionals chosen to participate in a three-year program of specialized cross-functional training, education and advanced developmental assignments in the various acquisition fields.
- CE Corps Eligible:** The AAC CE status is a result of the AAC Reengineering Team's efforts to develop GS-13s and equivalent payband within the current resource-constrained environment and greatly reduce the time needed to determine AAC eligibility for those who are selected for a CAP. It should be noted, however, that CE status is not a prerequisite for selection into a CAP. Membership in the CE program will continue to be required for the CDG Program. CE membership is also a requirement for specific AAC position announcements and centralized boards, to include all Project and Product Management Boards.
- CEU Continuous Education Unit:** The Defense Acquisition University, as well as many training providers, uses CEUs as measures of academic credit. One CEU is equal to 10 CLPs.
- CLP Continuous Learning Points:** One continuous learning point is equal to approximately one hour of classroom instruction. The Continuous Learning Policy requires that A&TWF members shall earn a minimum of 80 CLPs every two years.
- DACM Director, Acquisition Career Management:** The individual responsible by law for implementation of A&TWF education, training and career development.
- DDACM Deputy Director, Acquisition Career Management:** The individual responsible by law for implementation of A&TWF education, training and career development for the Department of Army.
- DAWIA Defense Acquisition Workforce Improvement Act:** The DAWIA is a law enacted to improve the overall effectiveness and professionalism of military and civilian personnel charged with the management and administration of defense acquisition programs.
- IDP Individual Development Plan:** The IDP is a critical document in identifying and tracking an acquisition professional's career objectives in the areas of experience, education and training. Each member of the A&TWF, military and civilian, is required to complete an IDP regardless of grade, payband, military rank, or certification. IDPs shall be updated on an annual basis during annual performance evaluation reviews.
- ORB Officer Record Brief:** An authenticated record of an individual's education, training and acquisition assignment history.
- SRPE Senior Rater Potential Evaluation:** A process whereby senior raters evaluate GS-13, GS-14 and GS-15 acquisition employees on their potential to successfully perform in positions of increased responsibility. This is accomplished by recording the senior raters judgment of the employee's "Leadership Effectiveness Competencies" on the Senior Rater Potential Factors Form.